2024

SUSTAINABILITY REPORT

Hotel Properties Limited

CONTENTS

Introduction

Welcome to Hotel Properties Limited's eighth annual Sustainability Report, covering our journey through 2024. This year marks an important step forward as we have adopted Greenview for our sustainability reporting platform, enabling more precise tracking and updated emission calculations across our 21 properties for the financial period from 1 January 2024 to 31 December 2024 ("2024"), which aligns with our financial reporting.

Our commitment to transparency means we have restated some of our historical data from 2022 and 2023 to align with the improved measurement standards used for 2024. We are sharing detailed performance metrics for the environmental, social, and governance initiatives across the subsidiary properties in the reporting scope (full list in Appendix A), backed by robust internal controls and risk management systems.

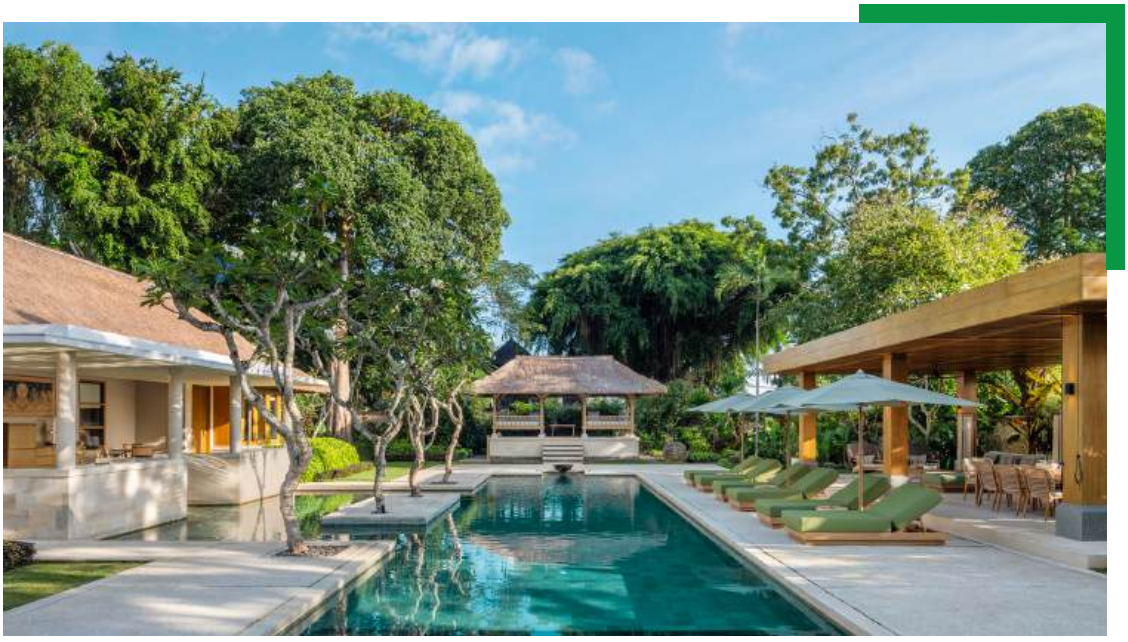
While this report has not undergone external assurance, we have integrated sustainability reporting processes into our internal audit plans, with more detailed oversight – a significant step in strengthening our data integrity. As regulations evolve and sustainability becomes increasingly central to our operations, we are prepared to expand both our reporting scope and verification processes.

This report represents more than just data; it is a testament to our ongoing commitment to environmental stewardship and responsible business practices. We invite all our stakeholders to engage with our progress and join us in advancing sustainable hospitality.

Reporting Standards and Guidelines

This report is prepared in accordance with the Global Reporting Initiative ("GRI") Universal Standards 2021 and the sustainability reporting requirements of the Singapore Exchange Securities Trading Limited ("SGX"). The GRI framework enables us to align with international standards, effectively identify and address key sustainability impacts, and gain a competitive edge by demonstrating our commitment to responsible and sustainable business practices. Our GRI Content Index can be found in Appendix A7.

As a listed company, we are working to align with the timeline recommended by the Sustainability Reporting Advisory Committee for mandatory climate reporting, and are committed to publishing future reports in alignment with the International Sustainability Standards Board ("ISSB").



Contact Us

We value all opinions and thoughts, and any feedback is welcomed at sustainability@hotelprop.com.sg.

Date: 30 April 2025

Corporate Profile

Since our founding in 1980, HPL has grown into a global hospitality and property development leader, headquartered in Singapore. Today, we proudly own 41 hotels across 17 countries, partnering with world-class brands including Four Seasons Hotels & Resorts, COMO Hotels & Resorts, IHG Hotels & Resorts, Six Senses Hotels & Resorts, and Marriott International. We also manage properties under well-established brands, such as our HPL Boutique Collection, Hard Rock Hotels, and Concorde Hotels & Resorts.

Our footprint spans Asia Pacific to Europe, Africa, and the Americas, with landmark projects like London's Paddington Square development, and the transformative Bankside Yards which is the UK's first fossil-free major mixed-use development. In Singapore, we maintain prime retail assets including Forum The Shopping Mall and the Concorde Shopping Mall.

41 Hotels

45 Properties

17 Countries

1 Lifestyle Brand

Hotel Properties Limited's Countries Of Operation

1. Singapore
2. Malaysia
3. Thailand
4. Indonesia
5. Maldives
6. Seychelles
7. Vanuatu
8. USA
9. Bhutan
10. Tanzania
11. South Africa
12. Vietnam
13. UK
14. Italy
15. Sri Lanka
16. Japan
17. Palau

Our 2024 Reporting Properties Workforce

5,530
Colleagues

71.9% Male

28.1% Female

29.0% Under 30

57.4% 30 to 50

13.6% Over 50

Board Statement

Sustainability is no longer simply a buzzword, or something that gets done to comply with regulations – it has rapidly become an accepted part of how we live our lives and operate our businesses.

This is equally the case with how we run our properties. We start by only engaging the very top global hotel managers, with strong ethics and internal structures that promote solid ESG practices. We work together to identify areas for positive change, ensuring constant improvement and meaningful progress. We apply similar standards in our own-operated properties.

This year we continue to report on the same 21 properties as in the previous year, which gives us the ability to provide clear tracking of our various metrics and targets. We are pleased to share that 2024 has seen notable achievements, with four of our hotels achieving EarthCheck Silver status, and five being certified under the Global Sustainable Tourism Council (refer to page 10).

Strong governance also underpins our success, ensuring adherence to our values as we navigate growing demand for leisure and business travel. Looking ahead, we remain committed to improving our approach to sustainability issues and reporting practices.

Our commitment extends beyond current achievements – we are actively preparing for future requirements, including alignment with the ISSB standards in 2025. This proactive stance ensures that we are not just meeting today's standards but preparing for tomorrow's challenges.

We are grateful to all our stakeholders, operators, guests, colleagues, and partners who share our ambition to deliver the highest level of sustainability in hotels and properties.

This report reflects not just our joint progress, but also our ongoing journey toward a more sustainable future in hospitality. We invite you to explore how we are working to make this vision our reality.

Sincerely,

Board of Directors
Hotel Properties Limited

Snapshot of our Core ESG Components

For The Planet

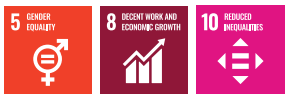
For The Planet			
Material Topic	**GRI & SDGs**	**Short-Term Targets**	**2024 Performance**
Energy Consumption and Renewable Energy Usage	GRI 302-1 Energy consumption within the organisation GRI 302-3 Energy intensity	Between 5% to 10% reduction in energy intensity	**14.2% decrease** in energy intensity (per occupied room) from 2022
Water Consumption	GRI 303-3: Water withdrawal GRI 303-5: Water consumption	10% reduction in water intensity	**20.2% decrease** in energy intensity (per occupied room) from 2022
GHG Emissions	GRI 305-1 Direct (Scope 1) GHG emissions GRI 305-2 Energy indirect (Scope 2) GHG emissions GRI 305-4 GHG emissions intensity	5% reduction in emission intensity	**2.7% decrease** in emissions intensity (per occupied room) from 2022
Waste Management	GRI 306-3: Waste generated		**Continuous plastic and waste reduction initiatives** conducted across our portfolio of hotels and resorts.

As the hospitality sector rebounds, we are intensifying our focus on low-carbon operations. Through renewable energy adoption, stakeholder engagement and targeted energy conservation efforts with guests and colleagues, we have achieved a 14.2% reduction in energy intensity compared to our 2022 baseline, which was the first year we reported emissions.

We are taking decisive action on waste reduction by replacing single-use plastics with sustainable alternatives, and we are looking closely at food waste and redistribution. Our water management strategy delivered strong results in 2024, with consumption at 3.37 cubic meters per occupied room.

These improvements reflect our systematic approach to resource efficiency and our commitment to measurable environmental progress.

For Our Colleagues

For Our Colleagues			
Material Topic	**GRI & SDGs**	**Targets**	**2024 Performance**
Talent Attraction and Retention	GRI 401-1: New employee hires and employee turnover 	No violation of labour laws Conduct staff engagement survey at least once a year Conduct staff performance appraisal at least once a year	**Zero** violations of labour laws
Occupational Health and Safety	GRI 403-9: Work-related injuries 	Every staff to attend at least 1 safety training per year	**1** workplace fatality[1]
Training and Development	GRI 404-1: Average hours of training per year per employee GRI 404-3: Percentage of employees receiving regular performance and career development reviews 	Short-term: 35 hours per employee per year	**36.9** training hours per employee in 2024

Operating across multiple countries, we value inclusivity and a positive workplace culture. We uphold human rights and ensure equitable job opportunities through fair employment practices and rigorous hiring controls. To support employee development, we provided an average of 36.9 training hours per employee in 2024, maintaining the significant progress achieved over the years.

[1]The employee was involved in a traffic accident while commuting to work. While GRI does not classify commuting incidents as work-related fatalities, local laws require it, and we have followed local requirements in reporting this as a fatality.

For Our Guests

For Our Guests			
Material Topic	**GRI & SDGs**	**Targets**	**2024 Performance**
Customer Health and Safety	GRI 416-1: Assessment of the health and safety impacts of product and service categories 	Maintain the highest level of guest safety, security and hygiene	**Zero** incidents of non-compliance relating to health and safety of hotel services and amenities / guest injury numbers

Guest well-being drives our comprehensive security and safety protocols. Each property maintains rigorous physical security measures, from 24-hour surveillance to trained security personnel. Our stringent hygiene standards encompass both housekeeping excellence and internationally certified food safety practices. We protect guest data through robust cybersecurity systems and strict privacy controls. These integrated measures ensure a secure, clean, and comfortable environment across all our properties.

For The Future

For The Future			
Material Topic	**GRI & SDGs**	**Targets**	**2024 Performance**
Climate Change Strategy	GRI 201-2 Financial implications and other risks and opportunities due to climate change	Identify climate-related risks and opportunities for our business	**Ongoing engagement of external parties** for better understanding and assessment of climate-related risks and opportunities

Our future is closely tied to climate action. As the world moves decisively toward Paris Agreement goals, we are adapting our business to meet these challenges head-on. We believe in being open about our climate journey – from how we make decisions to how we measure progress. This transparency helps us build a more resilient business while creating lasting value for everyone connected to HPL.

For Our Communities

For Our Communities	
Material Topic	**SDGs**
Social Initiatives	

All our properties continue to actively participate in local communities and environmental conservation. This encompasses a huge range of initiatives, such as beach clean-ups, food donation drives, engagement with special needs and lesser-privileged communities, and conservation programmes, involving employees and hotel guests.

Accolades and Awards

Global Sustainable Tourism Council (GSTC)

The GSTC sets global standards for sustainable tourism through four pillars of its GSTC Criteria: sustainable management, socioeconomic impacts, cultural impacts, and environmental impacts.

As a global, independent non-profit, GSTC promotes sustainable tourism through diverse membership and partnerships. Certification by a GSTC-Accredited Body assures customers and stakeholders that a business meets the highest social and environmental standards through a transparent and impartial process.

In 2024, **Six Senses Laamu, Six Senses Kanuhura, voco Orchard Singapore, Four Seasons Hotel Singapore** and **Concorde Hotel Singapore** were certified as a Sustainable Hotel by GSTC.

EarthCheck

EarthCheck is a leading certification and advisory group for sustainable destinations and tourism organisations. With over 30 years of experience, EarthCheck helps clients achieve science-backed, strategic sustainability outcomes.

Its rigorous certification process benchmarks and tracks performance in key areas like energy, water, carbon emissions, and community impact, guiding businesses toward measurable improvements. Certification by EarthCheck demonstrates a commitment to sustainability, enhances customer experiences, and builds long-term trust with stakeholders.

In 2024, **COMO Metropolitan Bangkok, Four Seasons Resort Maldives at Kuda Huraa** and **Four Seasons Resort Maldives at Landaa Giraavaru** were Earthcheck Silver certified.

Concorde Hotel Singapore

voco Orchard Singapore

COMO Metropolitan Bangkok - Department of Climate Change and Environment: Silver

For Our Planet

As a global hospitality group, our environmental impact matters. Our focus is clear – reduce energy use, cut emissions, and make smarter choices about water, waste and resources. We are taking decisive action across our properties, empowering our teams to champion sustainability in everything we do – from daily operations to guest experiences.

Our employees are key to this transformation, bringing environmental awareness to their work and conversations with guests, suppliers, and partners. This section shows how we are turning these commitments into measurable progress while maintaining the exceptional service our guests expect.

Environmental Targets[2]	Energy	Emissions	Water	Waste[3]
Short-Term Targets (<5 years)	5-10% reduction in energy intensity	5% reduction in emission intensity	10% reduction in water intensity	Waste management targets in process
Mid-Term Target (5-10 years)	15% reduction in energy intensity	10% reduction in emission intensity	15% reduction in water intensity	Waste management targets in process
Long-Term Targets (>10 years)	20% reduction in energy intensity	15% reduction in emission intensity	20% reduction in water intensity	Waste management targets in process
2024 Progress[4]	14.2% reduction in energy intensity	2.7% reduction in emission intensity	20.2% reduction in water intensity	Waste management targets in process

[2] Targets are made with respect to performance from the year 2022
[3] Waste is a new material topic for 2024, quantitative targets will be set in 2025
[4] Versus 2022 baseline year

Energy Consumption and Renewable Energy Usage

Energy management sits at the heart of our environmental strategy. We take systematic action to reduce consumption across our properties, knowing this directly impacts both our carbon footprint and operating costs. Our approach combines smart monitoring systems with practical efficiency measures, empowering our teams to make energy-conscious decisions every day.

In 2024, these efforts yielded significant results – our energy intensity dropped 14.2% compared to 2022. This improvement reflects our investment in energy-efficient equipment, enhanced monitoring systems, and property-wide conservation programmes. Our teams have embraced these initiatives, integrating energy awareness into daily operations while maintaining exceptional guest experiences.

While we saw no significant environmental impacts this year, we maintain rigorous monitoring and clear efficiency targets. This balanced approach ensures we continue making meaningful progress toward our environmental goals while running sustainable and cost-effective operations.

Energy Consumption and Intensity

2024

In 2024, total energy consumption across our properties increased due to increased occupancy levels and business activities. We achieved a 14.2% decrease in energy intensity of 1.00 gigajoules per occupied room compared to 1.16 gigajoules per occupied room in 2022

Energy Intensity Reduction

2024 Progress	Long-Term Target
14.2% reduction in energy intensity	20% reduction in energy intensity

Non-renewable fuels were the largest source of energy consumption in 2024, accounting for 594,038 GJ (66.9%), with diesel making up 80.1% of non-renewable energy use. Electricity followed as the second-largest source at 31.8%.

The proportion of renewable energy in our total energy mix declined from 3.2% in 2022 to 1.3% in 2024, leading to a reduction of 13,640 GJ in renewable energy usage from the 24,992.2 GJ recorded in 2022. This change was primarily due to the reduction in renewable energy purchased.

For a detailed breakdown of energy consumption figures, please refer to the Sustainability Data Summary Table on page 49.

Energy Reduction Initiatives

Four Seasons Hotel Singapore:
In 2024, Four Seasons Hotel Singapore installed digital timers to automatically switch off air handling units and fan coil units in certain spaces when not in use. As part of our ongoing efforts for energy efficiency, they also replaced all existing halogen lights with energy-efficient LED lighting.

Generator Upgrade Programme:
The Boathouse Phuket: Replaced old inefficient emergency generator with more efficient modern version.
Six Senses Laamu: 2024 changed one generator with a second planned for 2025.

Concorde Hotel Singapore:
New dishwashing system that utilizes a heat recovery system, which captures the heat from the wastewater during the rinse cycle and reuses it to preheat the incoming cold water, significantly reducing energy consumption by minimizing the need to heat fresh water from scratch.

COMO Metropolitan Bangkok:
Installation of energy efficient chillers, resulting in savings of 359,160 kwh.

Water Consumption

Water is precious, especially in many regions where we operate our hotels. It is essential not just for our operations, but for the communities we serve. That is why we take a thorough approach to water stewardship, combining smart monitoring with practical conservation efforts.

Our commitment shows in our daily operations. Through regular monitoring and maintenance, we quickly identify and address any issues. Our staff and guests participate in conservation initiatives that make water-saving a shared responsibility. This matters even more in regions where water scarcity is a real concern, driving us to think creatively about conservation and share successful practices across our properties.

What makes our approach work is how we bring everyone along on this journey. From housekeeping teams to local partners, we are building a culture where water conservation becomes second nature. While our current operations have not significantly impacted local water resources, we remain vigilant, working toward a future where luxury hospitality and responsible water management go hand in hand.

Water Consumption Performance

2024

In 2024, the Group recorded a total water usage of 2,994.2 megalitres, marking a 7.1% increase from 2022. Of this, 2,502 megalitres (83.6%) were sourced from water-stressed regions[4] , including the Maldives, Thailand (Bangkok and Pattaya), Indonesia (Bali), and Sri Lanka. Water intensity was measured at 3.4 cubic meters per occupied room, reflecting a 20.2% reduction from 2022.

Water Consumption Reduction

2024 Progress	Long-Term Target
20.2% reduction in water intensity	20% reduction in water intensity

Figures are compared with the 2022 base year

The rise in total water consumption is primarily due to increased travel demand and higher hotel occupancy following the lifting of travel restrictions. A detailed breakdown of water usage figures can be found in the Sustainability Data Summary Table on page 49-50.

[4]With the exception of Maldives, the World Resources Institute's Aqueduct 4.0 was referenced to determine water-stressed areas (medium to extremely high water stress levels). For Maldives, HPL conducted its own assessment and had determined that all hotels and resorts lie in water-stressed areas.

Water Conservation Initiatives

The Boathouse Phuket:
For 2024 we swapped out the old showerheads to new airflow design system which maintains a strong flow with less water consumption.

Four Seasons Hotel Singapore:
Rainwater is sustainably harvested and stored in dedicated 4m³ storage tanks as part of our water conservation efforts. The collected rainwater is directly pumped to hose bibs, and utilised for landscape irrigation and floor cleaning.

GHG Emissions

Understanding Our Impact: With more accurate information and measurement, we are better able to develop solutions and actions to mitigate our planetary footprint. The implementation of the Greenview Reporting Platform in 2024 gives us that ability to better track our emissions across time periods and properties.

By engaging the world's top-rated hotel operators for our properties, we tap into their experience and expertise to find and implement low-carbon and low-emission solutions.

We continue to expand our solar ambitions with planned additional capacity at the Holiday Inn Kandooma, Maldives, and we are actively exploring opportunities to deploy large scale floating solar farms across all our Maldivian properties.

Carbon Emissions and Intensity

2024

In 2024, total carbon emissions amounted to 103.8 kt CO_2e, with a carbon emission intensity of 116.8 kg CO_2e per occupied room night. Our Scope 1 emissions primarily resulted from diesel usage, while Scope 2 emissions were driven by electricity consumption

Emission Intensity Reduction

2024 Progress	Long-Term Target
2.7% reduction in emission intensity	15% reduction in emission intensity

Figures are compared with the 2022 base year

Consistent with energy consumption trends, total Scope 1 and 2 greenhouse gas emissions increased due to a decline in renewable energy usage following the discontinuation of a power purchase agreement at one of our hotels in Singapore. However, carbon emission intensity per occupied room night decreased by 2.7% in 2024 compared to 2022. For a detailed breakdown of emissions figures, please refer to the Sustainability Data Summary Table on page 50.

Carbon Reduction Initiatives

Holiday Inn Resort Kandooma Maldives:
Our current solar generation capacity of 491kwp is installed on both guest and staff accommodation structures, and covers up to 12% of our annual electricity demand. This will be supplemented by an additional 254kwp in the coming year, to bring our total up to 745kwp.

Hard Rock Hotel Pattaya:
In FY2024, Hard Rock Hotel Pattaya installed 38 solar photovoltaic panels in the hotel parking area, generating 5,700 kWh of energy per month. Additionally, 15 panels were installed on the staff quarters, providing 2,700 kWh of energy per month to support staff accommodations.

Four Seasons Hotel Singapore:
Installed refrigerant and carbon monoxide leak detection system to catch HVAC emissions leaks early.

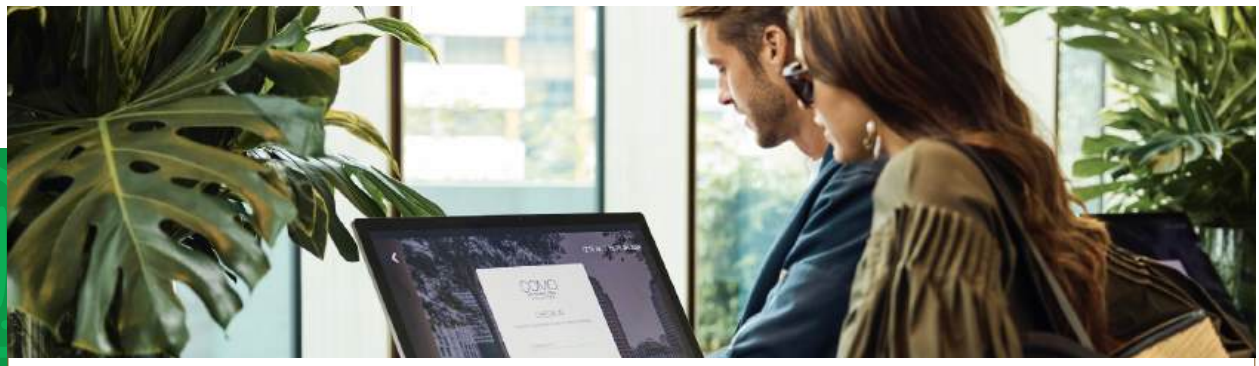
Waste Management

We approach waste reduction systematically across our operations, focusing on overall waste volumes, food waste, single-use items, and disposal channels. As waste management becomes increasingly central to our sustainability efforts, we are strengthening our measurement and tracking capabilities.

Food waste presents a particular opportunity for impact. We are implementing better measurement systems to identify reduction opportunities while exploring composting programmes and partnerships to distribute excess food where possible. This reflects our broader commitment to circular solutions.

Since identifying waste as a material topic in 2024, we are building a comprehensive picture of our waste streams. Waste data collection remains a challenge for our entire industry. While we have already launched key initiatives to address this, we are preparing for more detailed reporting next year as our data collection systems mature.

Waste Reduction Initiatives



COMO Metropolitan Bangkok:
Paper consumption was reduced by **195 reams** (16.74%) compared to 2023 through several key initiatives; reusing paper, promoting double-sided printing, and transitioning to digital documents and emails. Offering guests the option to receive invoices via email saved us **11,894 sheets** of A4 paper, with online pre-arrival registration reducing usage by **271 sheets!**

In 2024, we implemented a food waste recycling program to reduce landfill contributions. We diverted **39,336.54 kg** (30.69% of total waste) by collecting and distributing food waste to fish farms. In collaboration with the Bangkok Metropolitan Administration starting in November, we successfully diverted **5,078.03 kg** (3.96%) for composting. Additionally, in-house initiatives, such as using coffee grounds for our herb garden and repurposing fruit peels to create eco enzyme, diverted **537.43 kg** (0.42%) from landfills.

Four Seasons Hotel Singapore:
We employ Lumitics, an AI and data analytics tool which gives us increased visibility of what is being disposed and wasted in the kitchen, giving our Chefs clarity to minimise their food waste and cost. This led to an annual reduction of 540kg of food waste during our buffet meal periods.

"More accurate measurement allows changes to save food, cut costs, reduce wastage and less emissions through fewer disposal trips"
(https://lumitics.com/)

Hard Rock Hotel Bali:
Since 2017, Hard Rock Hotel Bali partners with Scholars Of Sustenance (SOS Bali) in the Food Rescue Program, diverting surplus food from waste to support vulnerable communities.

In 2024, Hard Rock Bali donated **3,957** kg of food, creating **16,622 meals** and preventing **10,012 kg of CO_2e** emissions. On average, the hotel recycles **146.6** kg of buffet food and **126.5** kg of chicken carcasses per month, positively impacting orphanages, people with disabilities, the elderly, and low-income communities.

Waste Management Results 2024: Recycled 85% plastic (4,852 kg of 5,690 kg), 85% glass (1,082 kg of 1,590 kg), 90% metal (931 kg of 1,034 kg). Repurposed 95,580 kg wet waste (90%) as animal feed. Produced 3,600 kg compost from 119,000 kg garden waste for hotel landscaping. Recycled 4,183 kg paper waste from 5,206 kg collected. All initiatives follow 3R principles with CV Asri Karya, supporting sustainable practices and circular economy.

Hard Rock Hotel Pattaya:
Effective Microorganism (EM) and Organic Fertilizer made from fruit and vegetable peel waste, to be used for the hotel's Rock a Farm, which is a 100% no chemical farming.

Single-Use Items

Our industry has long relied on single-use items for guest convenience, from disposable toiletries to room amenities. However, we recognise that this convenience comes at an environmental cost. As our guests become increasingly environmentally conscious, we are responding with meaningful changes across our operations.

We are systematically reducing single-use items throughout our properties, replacing disposables with thoughtful alternatives like refillable dispensers and reusable amenities. Where single-use items remain necessary for hygiene or safety, we ensure proper disposal and recycling through careful waste separation.

This transition reflects both our environmental commitment and our guests' evolving preferences. By working closely with our suppliers and teams, we are proving that luxury hospitality can thrive while reducing disposable waste.

Single-Use Items Reduction Initiatives

COMO Metropolitan Bangkok:
Key initiatives in 2024 included collaborating with suppliers to refuse plastic waste by return, which resulted in a reduction of **251.86 kg** of plastic. We repurposed used sacks for packaging recyclable materials, eliminating the need for **280 plastic bags**. Linen bags replaced plastic bags for laundry deliveries, saving **10,122 plastic bags (148.46 kg)**. We also introduced paper takeaway containers, cutting down **7,400 plastic containers.** Glass bottles replaced plastic drinking bottles, saving an impressive **133,602 bottles.** Furthermore, reusable containers were used for storing items instead of single-use plastics, and plastic water bottles were replaced with glassware and a water dispenser in the gym.

voco Orchard Singapore:
In-room plastic bottled water has been replaced with filtration taps, eliminating approximately **300,000 plastic bottles** annually, while F&B outlets and banquet events now use filtered water in glass bottles or self-serve dispensers. We collaborate with suppliers to minimise packaging waste, providing reusable containers and baskets. Additional measures include bulk packing for plush toys and red packets (**6,000 units/**year), wall-mounted dispensers for toiletries, biodegradable packaging for dry amenities and takeaway containers, and home-compostable bags for welcome treats and Christmas packaging. Paper straws (**10,000/**half-yearly), stainless steel cling film dispensers (eliminating **200 cartons**/year), and wooden/PLA keycards (**1,000**/month) further reinforce our commitment to sustainability.

For Our Colleagues

Our success starts with our people. We build strong, diverse teams by bringing together local talent and global expertise across our properties. Our approach is simple: treat people fairly, listen to their needs, and create great places to work.

We take pride in doing things right – from competitive pay to clear career pathways. Each property adapts these principles to local needs while meeting all legal requirements. When our people have concerns, they know they will be heard, whether through surveys, town halls, or direct contact with leadership.

Fair treatment isn't just good ethics, it's also good business. It helps us attract and keep great talent, avoid workplace issues, and ultimately deliver great guest experiences. We regularly review our practices to be competitive and fair, considering both individual performance and results.

By building inclusive teams and embracing diverse perspectives, we create an environment where everyone can thrive. After all, happy employees mean happy guests!

Employee Targets	Attraction & Retention	Health & Safety	Training & Development
Short-Term Targets (<5 years)	No violation of labour laws	Every staff to attend at least 1 safety training per year	35 hours per employee per year
Mid-Term Target (5-10 years)	Conduct staff engagement survey at least once a year		40 hours per employee per year
Long-Term Targets (>10 years)	Conduct staff performance appraisal at least once a year		Maintain at 40 hours per employee per year
2024 Progress	All targets met	All targets met	36.9 hours per employee per year

Collective Bargaining Rights

As of 2024, 29.2%[5] of our workforce across Our Properties are covered under collective agreements.

Human Rights Due Diligence

We are pleased to report that in 2024, no human rights grievances were raised through our whistleblowing channels.

[5]This represents 33.5% of our bargainable workforce (staff who are entitled to join unions) in Indonesia, Malaysia, Maldives, Singapore, Sri Lanka, USA and Vanuatu.

Talent Attraction and Retention

Our employees are the foundations of our operations. We implement inclusive hiring practices and encourage feedback to maintain favourable working conditions. We comply with local labour laws while fostering a diverse global workforce that enhances guest experiences.

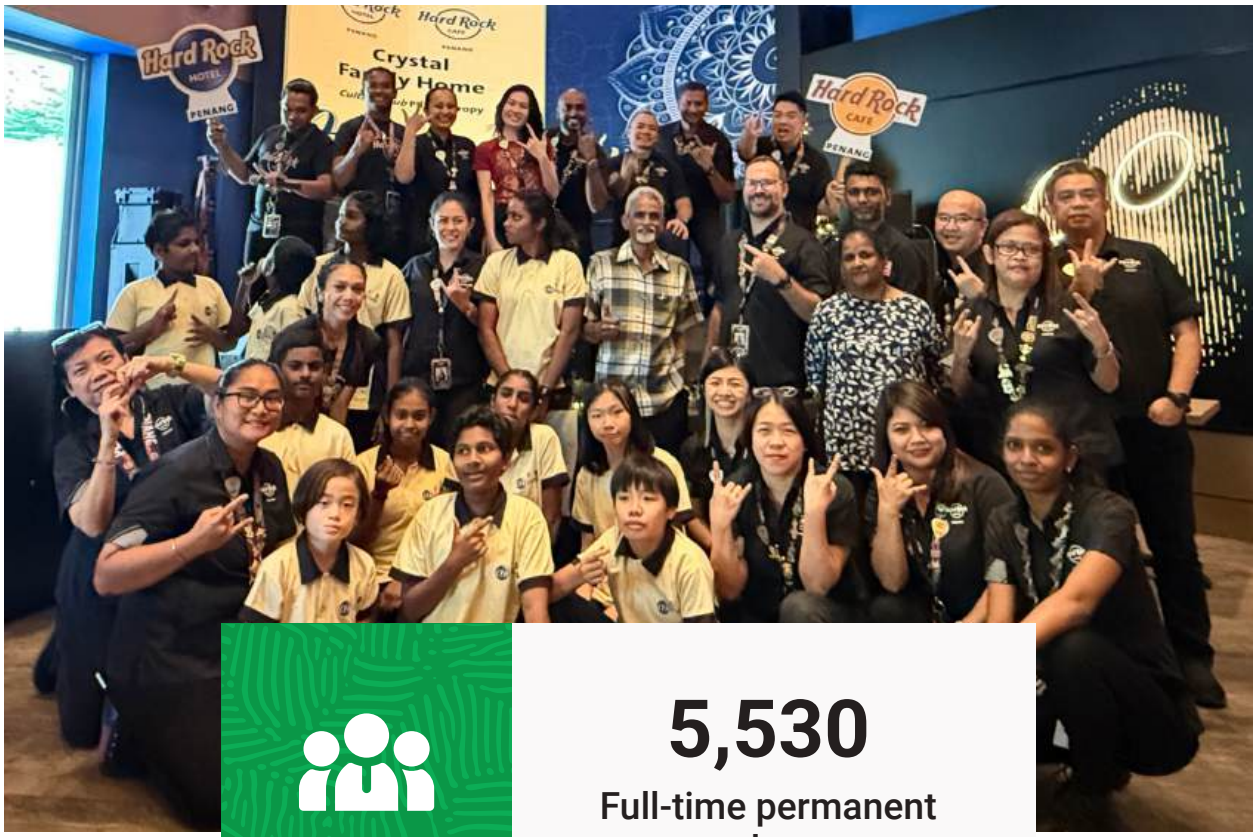
Each property maintains transparent policies on compensation, benefits, development, and diversity, with communication facilitated through surveys, town halls, and feedback channels. Our commitment to diversity spans recruitment, advancement, and compensation.

These fair employment practices establish us as an employer of choice while minimizing dispute risks, supporting a harmonious workforce.

Employee Statistics

As of 31 December 2024, the Group employed 5,530 full-time permanent employees[6] , an increase from 5,348 in 2023. In 2024, the workforce comprised 3,974 males and 1,556 females. Additionally, 1,360 non-employee workers were engaged during the reporting period, down from 1,429 in 2023[7]

In terms of workforce dynamics, the Group recorded 1,117 new hires (20.2%) and 961 departures (17.4%) across the Group. For a detailed breakdown of employment figures, please refer to the Sustainability Data Summary Table on pages 51 to 52.



5,530

Full-time permanent employees

[6] Computation of annual employee and workers headcount is based on the number of full-time employee as at the end of the reporting period and average number of non-employee workers across the Reporting Period.

[7] These non-employee workers included roles such as gardeners, maintenance staff, banquet servers, room attendants, kitchen chefs, and stewarding attendants not directly employed by the Group.

Employee Initiatives

Four Seasons Resorts in Bali:
We commission two salary and benefits comparison surveys by third parties every year, and use the results as the base of annual salary review. We also do local mini surveys among competitors when undertaking hiring or promotion exercises. *This contributed to a decrease in employee voluntary turnover in 2024 at Jimbaran Bay from 5.07% to 3.10%, and Sayan from 8.70% to 5.32%.*

Six Senses Kanuhura:
Six Senses Kanuhura introduced the "Know Your Brand" series to enhance our employees' understanding of the Six Senses brand, focusing on our core values, identity, and ethos. The hotel also launched the Buddy Guidelines programme which pairs newcomers with a buddy for their first 3 months for support, guidance and help to navigate the workplace.

We've enhanced the workplace for employees with several dedicated spaces for relaxation and socialising, including a Host Coffee Shop, Library and Recreation Area, Recreation Room, Karaoke Room, Host Bar, and Host Salon. These spaces encourage relaxation, creativity, and camaraderie among our staff, offering everything from breaks and friendly competition to grooming services.

Recognition plays a large part of how we empower and retain our talent.

voco Orchard Singapore:
Host Recognition Programme - Employees accumulate stars from the compliments/comments gathered from social reviews/Medallia HeartBeat/ emails. These stars can be exchanged for vouchers or IHG One Rewards points.

Empowerment Policy - Employees are given the empowerment to spend up a specified cap to create Celebrity Service moments for our guests.

Host of the Quarter - Every quarter during Townhall, leaders will nominate their team members according to voco's Guest Experience Hallmark (Finch, Owl, Flamingo).

Celebrity Service Story of the Quarter - Employees are encourage to record evidence and to celebrate amazing actions displayed by other employees by sharing the story in a Celebrity Service Story announcement.

This gives our staff incentives, as well as ownership of actions, and has halved our staff turnover rates in 2024.

Occupational Health and Safety

We prioritize employee safety through comprehensive Occupational Health and Safety ("OHS") policies that identify hazards and mitigate risks. Our targeted training programs equip staff with hazard identification, risk assessment, and safety protocol knowledge, while wellness activities support mental health.

Our OHS policies adhere to regional regulations, empower employees to remove themselves from dangerous situations, and encourage hazard reporting. We maintain workplace safety through monthly injury reviews and post-incident safety reassessments.

Employee Health and Safety Statistics

In 2024, 1 work-related fatality[8] was recorded, while 1 high-consequence[9] incident and 240 recordable work-related injuries occurred, primarily involving slips, falls and cuts.

Among non-employee workers, there were 2 high-consequence work-related injury and 48 recordable injuries, primarily involving cuts from machines, lacerations from knife use, and head trauma from falls.

For detailed information on health and safety data related to employees and workers, please refer to the Sustainability Data Summary Table on page 53.

[8] The employee was involved in a traffic accident while commuting to work. While GRI does not classify commuting incidents as work-related fatalities, local laws require it, and we have followed local requirements in reporting this as a fatality.

[9] A high-consequence injury is a work-related injury that results in a fatality or an injury from which the worker or employee cannot, does not, or is not expected to recover fully to preinjury health status within six months. In calculating high-consequence work-related injury, fatalities are excluded as this number has been separately reported.

Employee Health and Safety Initiatives

Concorde Hotel Singapore:
In 2024, Concorde Hotel Singapore achieved a significant milestone in workplace safety with the successful "Keeping You Safe" campaign, which ran throughout the year. The campaign featured proactive safety measures, including 12 OSH Committee meetings and workplace inspections, identifying and resolving **112 hazards** within three weeks.

A major achievement was the hotel's **ISO 45001 certification**, validating its commitment to occupational health and safety and reinforcing its position as a leader in the hospitality industry.

Six Senses Kanuhura:
Newly-established Health & Safety Committee-meets monthly to proactively address staff well-being concerns, including drinking water quality and other health-related matters. Fire drills were conducted in November 2024 and January 2025, with **110 and 103 hosts** participating respectively. These drills ensure a well-prepared, safe environment and ensure all staff are familiar with fire safety protocols during emergencies.

COMO Metropolitan Bangkok:
We provide annual health screenings for **100%** of our team and have established a Workplace Safety, Health, and Environmental Committee with representatives from all departments. Their monthly meetings identify and address workplace safety and hygiene issues, proactively mitigating risks and preventing accidents.

Training and Development

Recognising human capital as our most valuable asset, we emphasise quality training to empower our employees, and to ensure that they are equipped with the skills and knowledge needed for their roles through regular career performance reviews and goal-sharing.

Tailored training programs, such as Effective Orientation and Induction Program, Guest Experience Workshop, Safety at Work Workshop, are provided based on employee assessments. We provide diverse training resources, leveraging both online e-learning platforms and in-person classroom sessions, with employee feedback used to enhance future programs.

Employee Training Statistics

In 2024, employees across our properties completed a total of 204,045 training hours. Female employees averaged 44.1 training hours, while male employees averaged 34.1 hours. Management staff received an average of 34.0 training hours, and non-management staff averaged 37.6 hours. Overall, the average training hours per employee in 2024 increased by 54% to 36.9 hours, compared to 2022.

Additionally, 100% of our employees underwent performance and career development reviews in 2024. We remain committed to maintaining regular communication and engagement with our employees, ensuring appraisals are conducted for all team members in a timely manner.

Employee Training Initiatives

COMO Metropolitan Bangkok:
COMO Metropolitan Bangkok set a target of 96 training hours per year and exceeded it with an average of 120 hours, up from 78 hours in 2023. To support development, we encouraged participation in 57 external training sessions and arranged 8 in-house courses led by external experts, enabling employees to gain knowledge, stay updated, and connect with industry professionals.

Six Senses Kanuhura:
Six Senses Kanuhura launched the “Individual Development Plan” initiative to support high-potential hosts in their career growth by assigning them specific projects, training opportunities, and in-person experiences. Upon successful completion, hosts are reviewed for potential promotion. Currently, two hosts are actively participating. Additionally, we introduced the Departmental Trainers Meeting to facilitate collaboration among trainers from all departments fostering a strategic approach to training and development with a focus on engagement and effectiveness.

Weligama Bay Marriott Resort & Spa:
Introduction of the DLZ Mobile App: a dynamic training platform designed to enhance skill development, track learning progress, and provide associates with seamless access to training modules anytime, anywhere. Accessible in 38 languages, ensuring inclusive and convenient learning opportunities across Marriott’s global workforce.

For Our Guests

Guest safety and wellbeing form the cornerstone of our hospitality promise. From the moment guests step into our properties, they are protected by comprehensive safety measures seamlessly integrated with our service excellence.

Our approach to guest safety is both systematic and personal. Each property maintains rigorous standards for cleanliness and hygiene, while our food service teams undergo specialised training in safety protocols and allergy awareness. The lessons learned during previous pandemics have only strengthened these practices, making our safety protocols more robust and adaptable.

We have equipped our properties with essential safety features, from AED devices to detailed evacuation plans in every room. Our island resorts go further by maintaining on-site medical clinics and satellite communications to ensure guest safety even in remote locations. Regular fire drills, first aid training, and emergency response protocols keep our teams ready for any situation.

Quality assurance is not just about having systems in place – it is about constantly improving them. We conduct regular food safety audits, assess our vendors, and gather feedback through guest surveys and mystery shoppers. This continuous monitoring helps us maintain high standards while identifying areas for enhancement.

Beyond meeting local regulations and international standards, we are prepared for broader challenges through detailed contingency plans covering everything from natural disasters to civil unrest. This comprehensive approach ensures we can protect our guests while delivering the exceptional experiences they expect.

Our target for Customer Health and Safety is, and always will be, zero incidents.

Customer Health and Safety

Guest health and safety are at the heart of everything we do. From strict hygiene standards in rooms and common areas to rigorous food safety protocols, we take a proactive approach to keeping our guests safe.

We uphold both international and local health standards, ensuring fire safety systems, emergency preparedness, and comprehensive risk assessments across our properties. We track compliance closely, address any issues promptly, and continuously refine our safety practices to deliver peace of mind alongside great hospitality.

Customer Health and Safety Initiatives

We closely follow-up on all incidents to ensure that we address issues promptly, implement corrective actions, and continuously improve our processes to uphold the highest standards of health and safety. By such means, we aim to provide a safe and comfortable environment that fosters trust and loyalty among our guests.

Our Commitment to Safety Across Services

Our hotel accommodations are designed to provide safe, comfortable spaces, with every room and public area following comprehensive safety protocols and regular assessments. In our restaurants and dining services, strict food safety and hygiene measures are upheld through routine audits and staff certification programs.

Event spaces are equipped with essential safety features and undergo frequent reviews to maintain both everyday security and emergency preparedness.Additional services, including spa treatments and laundry follow specialised safety protocols tailored to each offering. Across all service areas, continuous safety assessments reinforce our commitment to guest well-being at every touchpoint.

Guest Health And Safety

Concorde Hotel Singapore:
In 2024, Concorde Hotel Singapore was honored with the **Safety and Security Watch Group (SSWG) – Individual Award at the National Safety and Security Watch Group (NSSWG) Award Ceremony**, jointly organised by the Singapore Police Force (SPF) and the Singapore Civil Defence Force (SCDF). This prestigious recognition highlights the hotel's proactive collaboration with law enforcement and emergency teams, reaffirming its position as a leader in safety and security within the hospitality industry.

The Lakehouse, Cameron Highlands:
The Lakehouse, Cameron Highlands upholds the highest food safety standards by assessing food handling, storage, and preparation processes to identify risks and ensure compliance. Our Food Safety Management System (FSMS) outlines protocols for receiving, storing, cooking, cleaning, and waste management.


Date of issue: 03/08/2023

bizSAFE

CERTIFICATE

The Workplace Safety and Health Council
is pleased to certify that

VOCO ORCHARD SINGAPORE

has fulfilled the requirements to attain bizSAFE Level 3

This certificate is valid till 02/08/2026

Christopher Koh
General Manager
Workplace Safety and Health Council

voco Orchard Singapore:
Currently certified at BizSafe Level 3. In 2025, a team member will undergo training for BizSafe Level 4, which signifies the company's ability to develop and implement a Workplace Safety and Health Management System (WSHMS) in accordance with Singapore Standard (SS) 506 and the risk management code of practice.

For The Future

Climate Change Strategy

Our Purpose extends beyond traditional business metrics to embrace climate resilience and sustainability. We recognise that exceptional hospitality must adapt to environmental challenges while creating lasting positive impact. This commitment shapes our approach to climate risks and opportunities across our global portfolio.

Strategy

To better understand how climate change could impact HPL, we conducted a detailed assessment of the potential climate-related risks and opportunities. The table below provides an overview of the scope and parameters of the assessment.

Parameters	Scope
Countries	Singapore, Malaysia, Indonesia, Thailand, Maldives, Sri Lanka, Vanuatu, and New York.
Time horizon	• Short-term: within 5 years • Medium-term: 5 to 10 years • Long-term: more than 10 years
Scenarios explored	• Below 2ºC warming (NGFS Net-Zero & RCP 2.6)[10] • > 3ºC warming (NGFS Current Policies & RCP 8.5)[11]

We focused on the countries where our hotel subsidiaries operate, and evaluated climate-related risks and opportunities across short-, medium- and long-term time horizons. These time horizons were chosen based on factors like the typical lifespan of our hotels, future investment planning and the fact that some climate risks, particularly chronic physical risks, tend to develop over the medium to long-term.

[10] In this scenario, global warming is expected to achieve Paris Agreement's target of 2ºC, limiting temperature to increase by 1.5ºC. This scenario assumes that the implementation of stringent climate policies and increased international mitigation and adaptation measures on climate change. Carbon dioxide removal and bioenergy production are introduced in this scenario. This scenario presents high transition risks such as climate policies while physical risks are kept to a minimum.

[11] In this scenario, global warming is expected to exceed 3ºC as emissions produced remain high. This scenario assumes a global economy reliant on fossil fuels without consideration of climate change and no policy changes are implemented to reduce emissions. This scenario presents little transitional risks with irreversible physical risks such as rising sea levels.

We conducted a thorough risk assessment exercise and identified the following key climate-related risks and opportunities that could have a financial impact on the respective hotels and HPL Group:

Physical / Transition climate risks		Potential financial impact on HPL[12]
Chronic	Sea level rise	• Reduced asset value due to property damage from increased frequency of extreme climate events. With more damages to hotel assets, asset value may potentially decrease. • Increased risk of premature write-offs and early retirement of damaged assets. • Increased insurance premiums and potential for reduced availability of insurance on assets in "high-risk" locations. • Increased capital costs to adapt hotels to sea level rise and coastal floods.
Policy & Legal	Stringent green building code and energy compliance requirements	• Increased operating costs to comply with green building requirements. • Increased capital costs to invest in energy efficient equipment and operating systems. • Costs and penalties for non-compliance to regulations.
Climate-related opportunity		**Potential financial impact on HPL**
Energy source	Use of lower-emission sources of energy	• Transitioning to use of lower-emission sources can increase capital availability as more investors favour lower-emissions producers. • Transitioning to use of lower-emission sources can bring about reputational benefits, resulting in increased demand for HPL's lower-emission hospitality services, increasing revenue from higher occupancy and patronship. • Installation of solar panels in resort grounds can lead to returns on investment in low-emission technology.

[12] For countries affected by the following potential financial impact, please refer to Table 1.

Risk Management

In 2023, we had conducted a comprehensive climate risk assessment to identify, evaluate, and prioritise climate-related risks and opportunities across our hotel locations, including Singapore, Malaysia, Thailand, Indonesia, Sri Lanka, Maldives, Vanuatu, and New York. The full details of this exercise can be found in our 2023 Sustainability Report.

In brief, we gathered stakeholder input to ensure findings reflected actual operational challenges. We identified relevant physical and transition risks by researching climate data sources and engaging asset managers through questionnaires, creating a foundation for robust assessment. We then conducted interviews across our hotel portfolio to understand operational impacts, supplemented by detailed property-level assessments where possible. These findings were compiled into a climate-risk inventory and shared with Management. Finally, leveraging executive expertise, we prioritized the identified risks and opportunities using a risk matrix that assessed both likelihood of the risk, and potential impact severity, as follows:

Likelihood	Definitions	Impacts	Definitions
Low likelihood	<50% probability of occurrence	Low Impact	Little to no business operational disruptions
Medium likelihood	≈50% probability of occurrence	Medium Impact	Operations are affected but it does not result in business downtime
High likelihood	>50% of occurrence	High Impact	Significant operation disruptions leading to business downtime

Looking ahead, we will use the findings from our climate risk screening to develop strategies for managing and monitoring these risks. We will share more details once these studies are finalised.

Initiatives to Safeguard Nature for the Future

Hard Rock Hotel Penang:
At Pantai Kerachut, the hotel partnered with the Turtle Conservation and Information Centre to release baby sea turtles, promoting marine conservation and raising awareness about protecting ocean habitats. The hotel also participated in a beach cleanup, led by the General Manager, fostering teamwork while keeping public beaches pristine.

Hard Rock Hotel Pattaya:
Supports the preservation of vulnerable Asian Black Bears in partnership with the Banglamung Wildlife Breeding Center. Donations fund food, toys, and stress-relief tools, emphasising the ecological role of black bears, with only 300 individuals remaining. The hotel also participated in the 2024 global Earth Hour movement, encouraging people to dedicate 60 minutes to environmental actions and raise awareness of the climate crisis and nature conservation.

Preserving Coastal and Marine Ecosystems

Hard Rock Hotel Bali:
In 2024, organised 10 beach cleanup sessions at Kuta Beach with active participation from hotel band members. Collaborating with Sungai Watch, the hotel installed a river barrier to prevent plastic waste from reaching the ocean, collecting 50 kilograms of trash in its first month, which was sent for recycling. To further support Sungai Watch, the hotel provided waterproof suits for its river warriors. Additionally, staff planted 80 mangroves to protect Bali's coastlines and released 39 baby turtles and one sub-adult turtle into the ocean, highlighting efforts in marine conservation.

Six Senses Laamu:

Sea turtle conservation

Partnering with the Olive Ridley Project, we have supported sea turtle research and conservation in Laamu Atoll, achieving significant impacts. This includes monitoring 17 green sea turtle nests, with 790 successful hatchlings, and identifying 100 new green and hawksbill turtles, bringing the total to 1,116 identified since 2018. Additionally, the hotel's beach guardian program on L. Gaadhoo, an important green turtle nesting island, has dramatically reduced turtle nest poaching from 68% to 5% over two years.

Manta Ray Conservation

More than 10 years working with Manta Trust, focusing on manta ray research and conservation. The initiative includes research on manta ray identification (149 unique individuals identified), behaviour observation, ultrasound monitoring of pregnant females, and an acoustic monitoring project. Additionally, the partnership engages the community through local council meetings, school programs, ecological surveys, and a feasibility study for an online remote learning program for Laamu Atoll's schools.

Supporting Sustainable Fisheries

Six Senses Laamu partnered with Blue Marine Foundation focuses on developing a sustainable fishing industry in Laamu Atoll and enhancing the protection of marine resources through managed marine protected areas. The Laamaseelu Masveriya program connects local Maldivian reef fishers to resorts, enforcing sustainable fishing practices, resulting in a significant reduction in undersized fish landings (less than 1% in 2024). The program also includes regular meetings with fishers, education modules, and staff training on sustainable practices. Data from guest fishing trips helps monitor fish stocks, and environmental surveys on seagrass, mangroves, coral reefs, and nitrogen analysis further support marine conservation.

Four Seasons Resort Maldives at Landaa Giraavaru:

Pondicherry Tree Plantation

Since 2021, Four Seasons Landaa Giraavaru has been running a tree plantation project in Pondicherry, Tamil Nadu, India, with a goal of planting 100,000 trees by the end of 2025. In 2024, we planted 15,000 trees, bringing the total to 75,000 so far. Supported by both resort management and staff, this initiative serves as a way to offset air travel emissions while delivering long-term environmental and social benefits. Beyond future carbon sequestration, the project enhances local biodiversity and provides economic support to participating families, who nurture these trees for over 20 years.

Four Seasons Resort Bali at Jimbaran Bay:

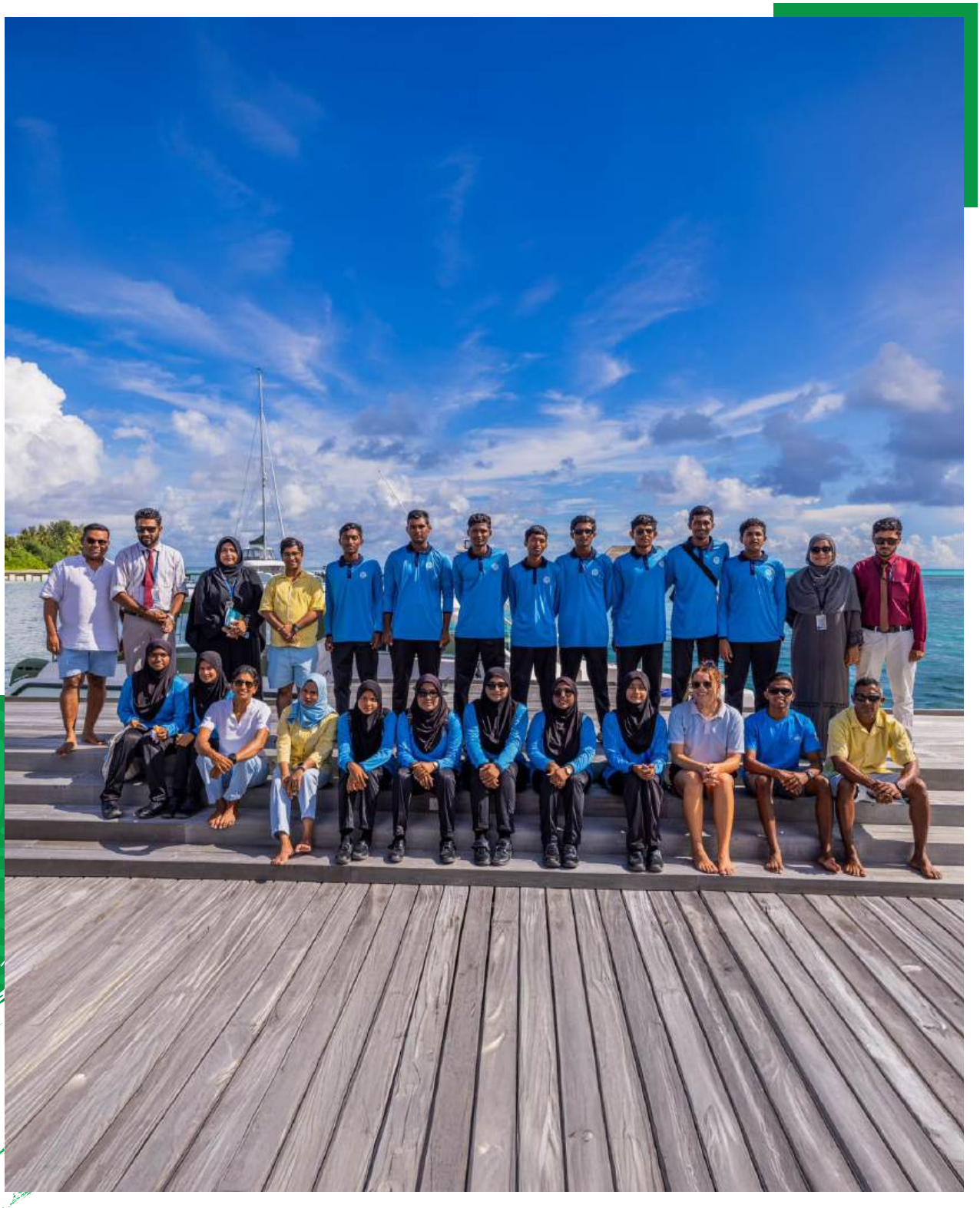
Honey Bee Hive Sponsorship programme in collaboration with Bali Honey, we have established 10 Stingless Trigona Itama beehives in the verdant coffee plantations of Pupuan, Tabanan Regency, Bali. This initiative supports sustainable beekeeping practices while fostering ecological balance in the region's lush landscapes.

For Our Communities

People are the heart of hospitality – from our teams and partners to our guests and communities. We believe true luxury comes not solely from exceptional service, but from being a positive force in the places we call home.

Our properties are deeply woven into their local communities. This connection drives us to look beyond business metrics and actively contribute to community wellbeing. In 2024, we strengthened these bonds through targeted initiatives that support local development and environmental stewardship.

Through partnerships with local organisations, we are turning our commitment to community support into meaningful action. These collaborations help us understand local needs and create programmes that deliver lasting positive impact where it matters most.



Social Initiatives

Four Seasons Hotel Singapore:

Run for Hope 2024

The hotel hosted its Annual Charity Run, Run for Hope 2024, on November 17th, with nearly 5,000 runners participating and raising almost $218,000 for the National Cancer Centre Singapore (NCCS). The event, organised by the hotel since 1993 and partnered with NCCS since 2008, aims to raise awareness and support for vital cancer research, helping to improve diagnosis, treatment, and care for cancer patients in Singapore. Additionally, we held an internal charity bazaar for our team members, raising over $7,000, which was also donated to Run for Hope.

Supporting Mobile Massage Team by Singapore Association for Visually Handicapped (SAVH)

We support blind masseurs in using their skills to stay employed, gain financial independence, and live with dignity. Through our partnership with the Singapore Association of the Visually Handicapped (SAVH), we collaborate with their Mobile Massage Team (MMT), offering opportunities for them to earn a livelihood, promote self-reliance, and live empowered lives.

Supporting Young Talent and creating opportunities in the hospitability industry

We believe in empowering local talent through partnerships with schools and training institutions to offer internships and skill development, promoting diversity by encouraging inclusive hiring practices to support equity and enrich our workplace culture, and supporting educational initiatives with scholarships, workshops, and mentorship programs to inspire future professionals. In 2024, we hosted 45 interns and collaborated with 19 institutions to further these efforts.

Hard Rock Hotel Penang:

Each year we host a series of heartwarming initiatives celebrating community and togetherness. For Deepavali, the hotel welcomed children from Crystal Family Home for a day filled with joy, dance, and festive treats, embracing our mottos of “Love All - Serve All” and “Take Time To Be Kind.” During Raya, the hotel hosted a luncheon for PPDK Teluk Bahang, treating guests to performances, delicious food, karaoke, and green packets, creating lasting memories. Additionally, through our Pinktober campaign for Breast Cancer Awareness Month, the hotel reaffirmed our commitment to supporting those in need.

Hard Rock Hotel Pattaya:
The hotel conducted a 10-week programme teaching acoustic guitar to kids from Grade 5-9. Initiated at Baan Kruja (Anti-Human Trafficking and Child Abuse Center), it provides instruments and ends with a performance ceremony. The initiative received a $5,000 Hard Rock Heals Foundation Grant in 2024.

Additionally, the hotel's Rock the Lunch programme has provided fresh, nutritious meals and entertainment to primary schools in Pattaya with limited budgets, hosting 78 events since its inception in 2011.

The Rock the School Scholarships programme supports to low-income Grade 7-12 students, covering educational needs and extracurricular activities, supporting two students annually.

Hard Rock Hotel Bali:
The hotel actively donates to support the development of local communities, including Desa Adat villages and a Balinese charity that provides treatment and education for individuals affected by drugs, alcohol, and HIV/AIDS. Financial assistance is offered for medical supplies and food parcels through guest activations, including a $1-per-stay voluntary donation and the sale of teddy bears at the counter. Additionally, the hotel collaborates with the ROLE Foundation, contributing used soap, which is upcycled and distributed to nursing homes, orphanages, schools, and low-income families, helping them reduce monthly expenses and promote better hygiene practices.

Holiday Inn Resort Vanuatu

Supporting an Eco Tourism School

We adopted the Rongdal Community School in the Forari Area of East Efate in 2024, with renovation work scheduled to begin in November. The school requires extensive renovations, which will be carried out in phases over the coming year. The hotel is committed to ensuring every student has the opportunity to succeed, providing access to vital resources, and investing in education to create a more equitable and promising future for all.

Inclusion and Diversity

In 2023, the hotel began a partnership with the Vanuatu Society of Disabled People (VSDP), providing employment to three of its members. Building on this success, the hotel has strengthened this collaboration by offering three more employment contracts in 2024 through the IHG Journey to Tomorrow initiative, reinforcing our commitment to inclusivity and creating impactful opportunities within our community.

Spotlight on Greenview

In 2024, HPL has adopted Greenview to enhance our data collection, ESG performance tracking, and sustainability management.

Greenview helps leading hospitality organisations navigate Environmental, Social, and Governance (ESG) requirements with data-driven solutions. By aligning with the latest methodologies, including net-zero strategies, science-based targets, and social impact measurement, Greenview provides tools for benchmarking, certification, carbon management, and ESG goal setting. Through innovative online tools like sustainability management software, Greenview empowers clients to measure, improve, and communicate their ESG performance effectively.

Our Sustainability Champions Spotlight on Six Senses Laamu, Maldives

Maahil (Coco) Ahmed

Coral Researcher

As a Maldivian who has spent the past decade witnessing the decline of our marine ecosystem due to overtourism, unsustainable development and climate change, I have dedicated myself towards effective conservation efforts. My knowledge and experience of coral restoration goes hand in hand with my love for the ocean and wanting others to experience the beauty of our underwater world.

Lawrence Menz

Director of Sustainability and Conservation

Hailing from Australia with a background in science communication, Lawrence implements his passion for land and ocean-based education and sustainability at Six Senses Laamu, Maldives. He captures the hearts and minds of guests and local community through developing engaging educational activities, designing the resorts marine science research and education centre (the SHELL) and now leads its marine conservation projects and sustainability initiatives.

Appendix

A1. List of Hotels Covered in SR2024

SR2024 communicates our sustainability progress in 2024 and covers the sustainability performance on material Environmental, Social, Governance ("ESG") aspects across the following hotels:

No.	Hotel Name
1	COMO Metropolitan Bangkok
2	Concorde Hotel New York
3	Concorde Hotel Singapore
4	Four Seasons Bali at Jimbaran Bay Private Retreats
5	Four Seasons Resort Bali at Jimbaran Bay
6	Four Seasons Resort Bali at Sayan
7	Four Seasons Hotel Singapore
8	Four Seasons Resort Maldives at Kuda Huraa
9	Four Seasons Resort Maldives at Landaa Giraavaru
10	Hard Rock Hotel Bali
11	Hard Rock Hotel Pattaya
12	Hard Rock Hotel Penang
13	Holiday Inn Resort Kandooma Maldives
14	Holiday Inn Resort Vanuatu
15	InterContinental Maldives Maamunagau Resort
16	Six Senses Kanuhura
17	Six Senses Laamu
18	The Boathouse Phuket
19	The Lakehouse, Cameron Highlands
20	voco Orchard Singapore
21	Weligama Bay Marriott Resort & Spa

A2. Governance

Sustainability Governance Framework

Our governance framework is structured into 4 tiers:

The **Board of Directors** ensures sustainability is woven into HPL's business strategy through robust governance and clear accountability. They maintain oversight of ESG risks and opportunities, integrate climate considerations into our risk management, and ensure transparent reporting aligned with SGX and TCFD guidelines. Through continuous learning and active monitoring, we're building a corporate culture where sustainability drives long-term business resilience.

The Board is supported by the **ESG Committee** which is led by our Chief Sustainability Officer and group-level operational leaders. The ESG Committee spearheads our sustainability efforts. This panel sets the strategic direction and sustainability policies and identifies relevant action points for implementation across all our properties. Our hotels regularly share their sustainability progress with asset managers. They review the information and update the ESG Committee who informs the Board, thereby maintaining an ongoing feedback loop.

Our **Working Groups** consist of colleagues from both group and property levels. They address specific ESG topics, implement policies, and ensure timely and accurate reporting of ESG metrics. These Groups ensure a culture of sustainability throughout the organisation. They recognise and reward the efforts of groups and individuals who contribute significantly to advancing sustainability goals.

Sustainability Champions are passionate colleagues at each property who focus on environmental and social priorities. They run initiatives and programs, form bridges with the local community, and pilot new projects.

Board Effectiveness

The Board asserts that fostering an environment where individuals feel empowered to speak up and raise concerns is crucial for good corporate governance, as it allows for the identification and mitigation of risks and ensures ethical business practices. It encourages open, constructive dialogue where members are enabled to critically evaluate and challenge management's assumptions and proposals. Each year, the Nominating Committee reviews the qualifications, expertise, work experience, and suitability of Directors when considering nominations for the Board. In this process, the Committee evaluates various factors, including the candidates' ability to effectively oversee and manage HPL's economic, social, and environmental impact. To deepen our understanding of sustainability issues and practices, our Directors actively consider participating in sustainability-related training as needed.

Grievance Mechanism

Our Whistle-Blowing Policy provides an independent channel for reporting concerns about potential misconduct, such as fraud, corruption, or unethical practices. To ensure that individuals can report issues in good faith without fear of retaliation, all feedback received through this channel is directed to the Chairman of the Audit Committee. Each report is thoroughly investigated, and appropriate actions are taken as necessary. The Audit Committee is tasked with reviewing any complaints to a ensure comprehensive and impartial investigation and appropriate follow-up measures. Our whistleblowing channel supports anonymous reporting via email, with all reported concerns treated with the utmost confidentiality. In FY2024, no whistleblowing cases were reported.

A3. Stakeholder Engagement and Materiality

Stakeholder Engagement

Our success depends on understanding what matters to the people connected to HPL. Through active and regular dialogue with our key stakeholders, we gain valuable insights into their concerns, priorities, and expectations. This shapes our sustainability priorities and actions. We engage through various communication channels, as outlined in the Table of Stakeholder Engagement on Pages 45 to 46, gathering insights that direct our decisions and help us improve. This report reflects these conversations and shows how we are responding to what we have heard.

Here is how we connect with the people and partners who shape our business. These ongoing conversations help us build trust and deliver meaningful impact across the stakeholder spectrum. The findings from these engagements are presented in this report.

Stakeholder Engagement

Our Stakeholders	Engagement Method	Frequency of Engagement	Key Topics of Interest	HPL's Response
External Stakeholders				
Investors, Analysts and Media	• Annual reports, circulars, and press release • Company website • Announcements and Media Channels	Annually or on a needs basis	• Compliance to environmental and social laws and regulation • Sustainable development strategy and progress • Financial performance of the company • Corporate governance practices • Identification and management of ESG-related risks	• Timely updates on financial performance and sustainability initiatives via press release and SGX announcements • Prudent capital management • Strict compliance to regulations and ensuring strategic planning • Regular review of ESG risks and enhanced assessment of climate-related risks
Hotel Guests	• Guest satisfaction and feedback forms • Guest reviews • Personal interactions • Website and emails	Ongoing	• Quality of hotel service and overall satisfaction of visit • Services and products with minimal adverse impact on the environment and society • Management of health and safety risks in hotels and resorts • Protection of guest privacy and personal data	• Continuous upskilling and training of employees to provide best service • Innovation and adoption of best practices for services and products provided • Ensuring health and safety risks, and guest data are properly managed, and proper actions are taken when incidents happen • Strict rules governing data privacy of hotel guests
Local Community	• Corporate Social Responsibility ("CSR") programmes • Events and sponsorships • Donations • Media channels • Materiality assessment survey	Ongoing	• Business impact on the environment, people and economy • Contributions to the local communities where the business operates	• Encouraging staff volunteerism • Engaging the community in charity events • Risk assessments to identify, prioritise, and mitigate all risks of our operations • Compliance with all local jurisdictional regulations
Suppliers	• Annual and Sustainability reports • Timely media releases	Ongoing	• Sustainable procurement practices • Ensuring compliance to environmental and social laws, and ethical practices in supply chain • Human rights	• Ensuring proactive business updates • Monitoring and ensuring compliance of suppliers to ESG requirements

Our Stakeholders	Engagement Method	Frequency of Engagement	Key Topics of Interest	HPL's Response
Internal Stakeholders				
Directors	• Regular dialogues with senior management • Scheduled mandatory Board meetings • Annual general meetings • Materiality assessment survey	Ongoing	• Economic performance and sustainable development of HPL • Business strategy and outlook • Compliance to environmental and social laws and regulation • Ethical business conduct and sound governance practices	• Ensuring proper communication and communication channels among all properties • Regular reporting of sustainability performance and issues to the Board • Share feedback from investment community
Employees	• Dialogue sessions • Employee appreciation events and wellness activities • Company cohesion activities • Employee surveys assessment survey	Ongoing	• Fair and equal opportunities • Workplace diversity, equity and inclusion practices • Provision of wage and benefits • Safe and healthy working environment • Training and skills upgrading Regular engagement	• Stepping up of internal communications with staff (e.g., virtual staff communications sessions) to gather feedback and ideas to improve their working environment • Wellness activities to create healthy working environment • Cater more learning and development programmes for employees • Keeping employees informed with latest updates and announcements on intranet and staff emails • Regular monitoring and review of internal practices (e.g., hiring practices and wage structure)

Key stakeholders are identified by weighing considerations such as their influence and interest in HPL's sustainability and financial performance.

How do we determine our Material Topics?

In 2024, we undertook a thorough review of what matters most in our sustainability journey. Working with independent consultants, we surveyed stakeholders and analysed emerging trends to sharpen our focus. This exercise revealed two additional priorities - Customer Health and Safety, and Waste Management - bringing our total material topics to nine.

This refreshed understanding helps us set meaningful targets and build a stronger sustainability framework. Most importantly, it gives us clear direction on where to focus our efforts, backed by real insights from the people who matter most to our business.

Our approach to identifying our material topics can be outlined as follows:

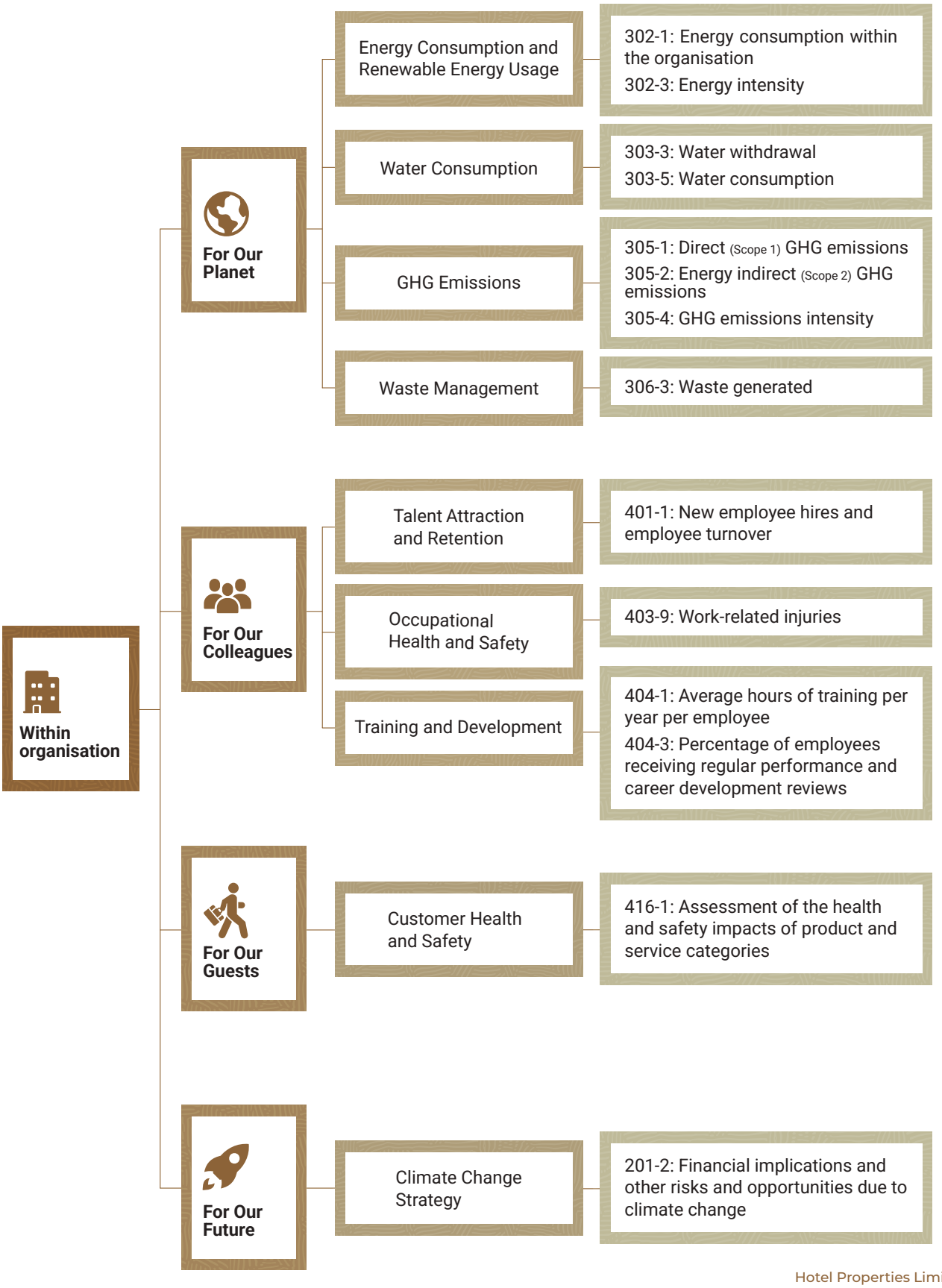
1. Identify: Conduct desk-based research on relevant regulatory standards, perform media scans, and carry out benchmarking analysis to identify an initial list of material ESG topics.

2. Rate and Prioritise: HPL's initial list of material ESG topics was assessed by the Management and prioritised from both the perspective of financial and impact materiality through extensive engagement with both internal and external stakeholders.

3. Validate and Endorse: The quantitative and qualitative results were consolidated and analysed, then further rationalised and validated by HPL's Management, and subsequently approved by the Board of Directors.

Material topics that are recommended for disclosures are submitted to the CSO for confirmation. The Board has approved this list of material topics for the Reporting Period.

These are the key topics of focus for the immediate future:



A4. Statement of Methodology

Environmental Data Quantification Methodology

This section outlines the calculation boundaries, methodologies, and assumptions used in the computation of energy, greenhouse gas (GHG) emissions, and water data for the 21 hotels included in this report.

Energy Consumption within the Organisation

Energy consumption includes purchased electricity, renewable electricity (solar), diesel, petrol, bunker oil, kerosene, and Liquefied Petroleum Gas (LPG). The total energy consumption is expressed in gigajoules (GJ). HPL does not have any cooling or steam consumption, nor does it sell heating, cooling, or steam.

Energy and Carbon Intensity

Energy consumption and carbon emissions (Scope 1 and 2) are calculated for the 21 hotels covered in this report. HPL reports its GHG emissions for its subsidiaries under operational control, following the GHG Protocol's operational control approach. Intensity metrics for Scope 1 and 2 emissions are calculated relative to the number of occupied rooms during the reporting period, expressed as gigajoules per occupied room.

Green House Gas (GHG) Emissions

GHG Emissions Direct (Scope 1) emissions refer to emissions from HPL's activities, including the consumption of bunker oil, diesel, kerosene, LPG, natural gas, petrol, and newly purchased or refilled fire extinguishing agents and refrigerants. These emissions are expressed in kilo tonnes of CO_2e. Biogenic emissions are not measured and are excluded from Scope 1 emissions.

Indirect (Scope 2) emissions result from the generation of purchased electricity. HPL calculates its Scope 2 emissions using both location-based and market-based methods. Scope 2 location-based emissions are calculated from the consumption of grid electricity, expressed in kilo tonnes of CO_2e, using regional or sub-national emission factors. Scope 2 market-based emissions include the reduction in emissions from the generation of solar energy.

Emission & Conversion Factors

HPL utilises the Greenview portal, a well-established sustainability data platform for hotels, which adheres to rigorous third-party verification standards such as the GHG Protocol, ISO 14064, and the Science-Based Targets initiative (SBTi) for its emission and conversion factors. A complete list of sources can be found in Appendix A8 of this report.

Water Usage

The total water withdrawn is approximately equal to the amount discharged into third-party sewers, with minimal water consumption. Therefore, the total water usage reported is the same as the amount of water withdrawn. Water storage has a negligible impact on water usage and is not included in the report.

Water Intensity

The water intensity ratio is determined by dividing the total volume of water consumed by the total number of occupied rooms during the Reporting Period, expressed as cubic meters per occupied room.

A5. Performance and Environmental Data

For Our Planet

Metrics	Unit of Measurement	2024	2023
Total occupied rooms	Number	**888,719**	**861,603**
Energy [1] (GRI 302-1, 302-3)			
Total energy consumption	gigajoules	**888,007**	**862,534**
Total non-renewable fuel consumption	gigajoules	594,038	575,941
Total renewable energy consumption	gigajoules	11,352	11,224
Total renewable energy consumption as a percentage of total energy consumption	%	1.28	1.3
Total electricity consumption (purchased electricity)	gigajoules	282,617	275,370
Energy intensity ratio: GJ per occupied room night	gigajoules/ occupied room night	1.00	1.00
Water and Effluents (GRI 303-3, 305-5)			
Water usage from all areas	megaliters	**2,994**	**2,877**
Surface water	megaliters	**0.0**	**0.0**
Freshwater (≤1,000 mg/L Total Dissolved Solids)	megaliters	0.0	0.0
Other water (>1,000 mg/L Total Dissolved Solids)	megaliters	0.0	0.0
Ground water	megaliters	**337**	**387**
Freshwater (≤1,000 mg/L Total Dissolved Solids)	megaliters	337	387
Other water (>1,000 mg/L Total Dissolved Solids)	megaliters	0.0	0.0
Seawater	megaliters	**1,662**	**1,510**
Freshwater (≤1,000 mg/L Total Dissolved Solids)	megaliters	0.0	0.0
Other water (>1,000 mg/L Total Dissolved Solids)	megaliters	1,662	1,510
Third-party water	megaliters	**995**	**980**
Freshwater (≤1,000 mg/L Total Dissolved Solids)	megaliters	995	980
Other water (>1,000 mg/L Total Dissolved Solids)	megaliters	0.0	0.0
Produced water	megaliters	**0.0**	**0.0**
Freshwater (≤1,000 mg/L Total Dissolved Solids)	megaliters	0.0	0.0
Other water (>1,000 mg/L Total Dissolved Solids)	megaliters	0.0	0.0
Total water consumption from all areas with water stress	megaliters	**2,502**	**2,363**
Surface water	megaliters	**0.0**	**0.0**
Freshwater (≤1,000 mg/L Total Dissolved Solids)	megaliters	0.0	0.0
Other water (>1,000 mg/L Total Dissolved Solids)	megaliters	0.0	0.0
Ground water	megaliters	**337**	**387**
Freshwater (≤1,000 mg/L Total Dissolved Solids)	megaliters	337	387
Other water (>1,000 mg/L Total Dissolved Solids)	megaliters	0.0	0.0

Water and Effluents (GRI 303-3, 305-5)			
Seawater	megaliters	**1,662**	**1,510**
Freshwater (≤1,000 mg/L Total Dissolved Solids)	megaliters	0.0	0.0
Other water (>1,000 mg/L Total Dissolved Solids)	megaliters	1,662	1,510
Third-party water	megaliters	**503**	**467.0**
Freshwater (≤1,000 mg/L Total Dissolved Solids)	megaliters	503	467.0
Other water (>1,000 mg/L Total Dissolved Solids)	megaliters	0.0	0.0
Produced water	megaliters	**0.0**	**0.0**
Freshwater (≤1,000 mg/L Total Dissolved Solids)	megaliters	0.0	0.0
Other water (>1,000 mg/L Total Dissolved Solids)	megaliters	0.0	0.0
Water usage intensity: m3 per occupied room night	cubic meter/ occupied room night	**3.4**	**3.3**
Emission $_2$ (GRI 305-1, 305-2, 305-4)			
Total Scope 1 and 2 emissions(Location-based)	kilotonnes CO_2e	**103.8**	**103.1**
Total Scope 1 and 2 emissions(Market-based)	kilotonnes CO_2e	**103.8**	**102.5**
Scope 1	kilotonnes CO_2e	**60.3**	**61.0**
Fuel combustion	kilotonnes CO_2e	43.1	41.8
Refrigerants Fugitive Emissions	kilotonnes CO_2e	17.2	19.2
Scope 2			
Total location-based indirect (Scope 2) GHG emissions	kilotonnes CO_2e	43.5	42.0
Total market-based indirect (Scope 2) GHG emissions	kilotonnes CO_2e	43.5	41.5
Total Scope 1 and 2 GHG emissions intensity (Location-based)	kg CO_2e /occupied room night	116.8	119.6
Total Scope 1 and 2 GHG emissions intensity (Market-based)	kg CO_2e /occupied room night	**116.8**	**119.0**

Metrics Workforce[1] (GRI 2-7, 2-8)	Unit of Measurement	2024			2023		
		Male	Female	Total	Male	Female	Total
Total employees by age	number	**3,974**	**1,556**	**5,530**	**3,868**	**1,480**	**5,348**
Employees under 30 years old	number	1,118	488	1,606	1,100	442	1,542
Employees between 30 – 50 years old	number	2,315	857	3,172	2,288	847	3,135
Employees above 50 years old	number	541	211	752	480	191	671
Total employees by gender	number	**3,974**	**1,556**	**5,530**	**3,868**	**1,480**	**5,348**
Total employees by position	number	**3,974**	**1,556**	**5,530**	**3,868**	**1,480**	**5,348**
Management	number	760	359	1,119	702	343	1,045
Non-management	number	3,214	1,197	4,411	3,166	1,137	4,303
Total full-time employees by region	number	**3,974**	**1,556**	**5,530**	**3,868**	**1,480**	**5,348**
Singapore	number	442	323	765	450	321	771
Indonesia	number	914	406	1,320	879	364	1,243
Maldives	number	1,749	291	2,040	1,660	278	1,938
Thailand	number	315	252	567	313	234	547
Malaysia	number	226	127	353	222	121	343
Sri Lanka	number	266	58	324	270	52	322
United States	number	17	26	43	19	23	42
Vanuatu	number	45	73	118	55	87	142
Total non-employees	number	**1,152**	**208**	**1,360**	**1,192**	**237**	**1,429**
Workers	number	1,152	208	1,360	1,192	237	1,429
New Employee Hire and Employee Turnover (GRI 401-1)		**2024**			**2023**		
		Male	Female	Total	Male	Female	Total
Total employees hire	number	762	355	1,117	1,021	481	1,502
New employee hire rate	%	13.8	6.4	20.2	19.1	9.0	28.1
Total new employee hires by age	number	762	355	1,117	1,021	481	1,502
Employees under 30 years old	number	413	213	626	569	307	876
Employees between 30 – 50 years old	number	319	132	451	413	161	574
Employees above 50 years old	number	30	10	40	39	13	52
Total new employee hires by gender	number	**762**	**355**	**1,117**	**1,021**	**481**	**1,502**
Total new employee hires by region	number	**762**	**355**	**1,117**	**1,021**	**481**	**1,502**
Singapore	number	77	64	141	159	115	274
Indonesia	number	80	54	134	146	42	188
Maldives	number	448	125	573	422	143	565
Thailand	number	55	54	109	112	89	201

New Employee Hire and Employee Turnover (GRI 401-1)	Unit of Measurement	2024			2023		
		Male	Female	Total	Male	Female	Total
Malaysia	number	28	22	50	50	25	75
Sri Lanka	number	59	20	79	84	25	109
United States	number	2	3	5	3	3	6
Vanuatu	number	13	13	26	45	39	84
Total employee turnover	number	**667**	**294**	**961**	**595**	**309**	**904**
Employee turnover rate	%	12.1	5.3	17.4	11.1	5.8	16.9
Employee turnover by age	number	**667**	**294**	**961**	**595**	**309**	**904**
Employees under 30 years old	number	264	143	407	260	137	397
Employees between 30 – 50 years old	number	348	132	480	261	155	416
Employees above 50 years old	number	55	19	74	74	17	91
Employee turnover rate by gender	number	**667**	**294**	**961**	**595**	**309**	**904**
Total employee turnover by region	number	**667**	**294**	**961**	**595**	**309**	**904**
Singapore	number	87	60	147	93	84	177
Indonesia	number	45	12	57	56	13	69
Maldives	number	356	115	471	254	83	337
Thailand	number	66	49	115	57	51	108
Malaysia	number	24	16	40	30	27	57
Sri Lanka	number	63	14	77	51	5	56
United States	number	3	1	4	5	1	6
Vanuatu	number	23	27	50	49	45	94

Health and Safety[2] (GRI 403-9)		2024			2023		
For ALL EMPLOYEES		Male	Female	Total	Male	Female	Total
Number of fatalities as a result of work-related injury	number	**1**	**0**	**1**	**0**	**0**	**0**
Rate per 200,000 hours				0.0			0
Rate per 1,000,000 hours				0.06			0
Number of high-consequence work-related injuries	number	**1**	**0**	**1**	**0**	**0**	**0**
Rate per 200,000 hours				0.0			0
Rate per 1,000,000 hours				0.06			0
Number of recordable work-related injuries	number	168	72	240	160	40	200
Rate per 200,000 hours				4.07			3.3
Rate per 1,000,000 hours				20.36			16.3
Total number of hours worked	hours	8,525,217	3,265,198	11,790,415	8,927,248	3,368,248	12,295,497
For NON-EMPLOYEES		Male	Female	Total	Male	Female	Total
Number of fatalities as a result of work-related injury	number	**0**	**0**	**0**	**0**	**0**	**0**
Rate per 200,000 hours				0			0
Rate per 1,000,000 hours				0			0
Number of high-consequence work-related injuries	number	**1**	**1**	**2**	**1**	**0**	**1**
Rate per 200,000 hours				0.02			0.1
Rate per 1,000,000 hours				0.39			0.3
Number of recordable work-related injuries	number	44	4	48	55	6	61
Rate per 200,000 hours				3.24			4.1
Rate per 1,000,000 hours				16.19			20.5
Total number of hours worked	hours	2,526,515	437,904	2,964,419	2,502,853	475,254	2,978,107

Training and Education (GRI404-1)		2024			2023		
		Male	Female	Total	Male	Female	Total
Average hours	hours	**34.1**	**44.1**	**36.9**	**34.5**	**45.6**	**37.6**
Average hours of training per management	hours	33.3	35.6	34.0	39.9	39.2	39.7
Average hours of training per non-management	hours	34.3	46.6	37.6	33.2	47.6	37.0
Total training hours	hours	**135,451**	**68,594**	**204,045**	**133,273**	**67,545**	**200,818**
Total hours of training per management	hours	25,278	12,796	38,074	28,041	13,429	41,470
Total hours of training per non-management	hours	110,174	55,797	165,971	105,232	54,116	159,348
Total employees who received performance review and career development	number	**3,974**	**1,556**	**5,530**	**3,841**	**1,466**	**5,307**
Management	number	760	359	1,119	694	336	1,030
Non-management	number	3,214	1,197	4,411	3,147	1,130	4,277
Management	%	100%	100%	100%	98.9	98.0	98.6
Non-management	%	100%	100%	100%	99.4	99.4	99.4
Total	%	100%	100%	100%	99.3	99.1	99.2

Collective Bargaining Agreement (GRI 2-30)		2024	2023
Total employees who have the rights to join a trade union as at 31 December	Number	4,819	2,876
Percentage of employees who have the rights to join a trade union as at 31 December	%	87.1	53.8
Total employees who have the rights to join a trade union and are members of the union as at 31 December	Number	1,615	1,533
Percentage of employees who have the rights to join a trade union and are members of the union as at 31 December	%	29.2	28.7

A6. List of Corporate Policies

Our corporate policies set forth the principles of business conduct and ethics that all employees and stakeholders are expected to adhere to. These policies are accessible via our staff intranet. Our Whistle-Blowing and Board Diversity policy commitments are publicly outlined in our Corporate Governance Report, which can be found in our Annual Report on our website at https://www.hotelprop.com.sg.

All corporate policies undergo review and approval by our Board.

Corporate Policies	Objectives
Enterprise Risk Management Policy	Provides a structured approach to identify, evaluate and manage significant business risks
Code of Conduct Policy	Sets out the general principles of business conduct, including ethics, anti-fraud, discrimination, insider trading, and health and safety policies that all employees must adhere to
Investor Relations Policy	Sets out the approach and practices to ensure proper communication of information to stakeholders
Whistle-Blowing Policy	Outlines reporting channel and procedures to encourage stakeholders to raise matters of concerns about possible improprieties in confidence
Board Diversity Policy	Sets out the approach and framework to achieve diversity on the Board
Climate Change Policy	Outlines an enterprise-wide approach to environmental risk management
Privacy Statement and Data Protection Policy	Lays out how HPL collects, uses, discloses and shares personal data obtained in the course of all our daily operations

A7. GRI Content Index

Statement of use	**Hotel Properties Ltd has reported in accordance with the GRI Standards for the period of 1 January 2024 to 31 December 2024.**
GRI 1 used	**GRI 1: Foundation 2021**
Applicable GRI Sector Standard(s)	**N.A.**

GRI Standard	Disclosure		Section in the Report	Page Number	Omission		
					Requirements(s) Omitted	Reason	Explanation
GRI 2: General Disclosures 2021	2-1	Organisational details	Introduction, Corporate Profile	4-5			
	2-2	Entities included in the organisation's sustainability reporting	Introduction	4			
	2-3	Reporting period, frequency and contact point	Introduction	4			
	2-4	Restatements of information	Introduction	4			
	2-5	External assurance	Introduction	4			
	2-6	Activities, value chain and other business relationships	Corporate Profile	5			
	2-7	Employees	Talent Attraction and Retention, Appendix 5: Performance and Environmental Data	23-24, 49			
	2-8	Workers who are not employees	Talent Attraction and Retention, A5: Performance and Environmental Data	23-24, 49			
	2-9	Governance structure and composition	A2: Governance, Climate Change Strategy, Annual Report 2024: Corporate Governance Report	44 AR2024			
	2-10	Nomination and selection of the highest governance body	Annual Report 2024: Corporate Governance Report	AR2024			
	2-11	Chair of the highest governance body	Mr Wong Liang Ying is Chairman of the Board of Directors	AR2024			
	2-12	Role of the highest governance body in overseeing the management of impacts	A2: Governance, A3: Stakeholder Engagement and Materiality, Climate Change Strategy	32, 44-46			
	2-13	Delegation of responsibility for managing impacts	A2: Governance	44			
	2-14	Role of the highest governance body in sustainability reporting	A2: Governance, A3: Stakeholder Engagement and Materiality	44-46			
	2-15	Conflicts of interest	Annual Report 2024: Corporate Governance Report	AR2024			

	2-16	Communication of critical concerns	Grievance Mechanism	44			
	2-17	Collective knowledge of the highest governance body	Board Effectiveness	44			
	2-18	Evaluation of the performance of the highest governance body	Board Effectiveness Annual Report 2024: Corporate Governance Report	44 AR2024			
	2-19	Remuneration policies	Annual Report 2024: Corporate Governance Report	AR2024			
	2-20	Process to determine remuneration	Annual Report 2024: Corporate Governance Report	AR2024			
	2-21	Annual total compensation ratio	N.A	N.A		Confidential constraints	HPL is unable to disclose this information due to confidentiality constraints which the Group is bound by
	2-22	Statement on sustainable development strategy	Board Statement	6			
	2-23	Policy commitments	A6: List of Corporate Policies Annual Report 2024: Corporate Governance Report	55 AR2024			
	2-24	Embedding policy commitments	A6: List of Corporate Policies	55			
	2-25	Processes to remediate negative impacts	Grievance Mechanism	44			
	2-26	Mechanisms for seeking advice and raising concerns	Grievance Mechanism, A3: Stakeholder Engagement and Materiality	44-46			
	2-27	Compliance with laws and regulations	In FY2024, there were no instances of non-compliance with laws and regulations. Consequently, there were no fines paid in relation to non-compliance	N.A			
	2-28	Membership associations	N.A	N.A		Not applicable	HPL is not a member of any associations in which it holds a significant role.
	2-29	Approach to stakeholder engagement	A3: Stakeholder Engagement and Materiality	44-46			
	2-30	Collective bargaining agreements	Collective Bargaining Agreement, A5: Performance and Environmental Data	22, 54			

GRI 3: Material Topics 2021	3-1	Process to determine material topics	A3: Stakeholder Engagement and Materiality	46-47			
	3-2	List of material topics	A3: Stakeholder Engagement and Materiality	47			
GRI 201: Economic Performance 2016	3-3	Management of Material Topics	Climate Change Strategy	32			
	201-2	Financial Implications and other risks due to Climate Change	Climate Change Strategy	32			
GRI 302: Energy 2016	3-3	Management of material topics	Energy Consumption and Renewable Energy Usage	12-13			
	302-1	Energy consumption within the organisation	Energy Consumption and Renewable Energy Usage, A5: Performance And Environmental Data	12, 49			
	302-3	Energy intensity	Energy Consumption and Renewable Energy Usage, A5: Performance And Environmental Data	12, 49			
GRI 303: Water and Effluents 2018	3-3	Management of material topics	Water Consumption	14-15			
	303-3	Water withdrawal	Water Consumption, A5: Performance and Environmental Data	14, 49-50			
	303-5	Water consumption	Water Consumption, A5: Performance and Environmental Data	14, 49-50			
GRI 306: Waste 2020	3-3	Management of material topics	Waste Management	18-21			
	306-3	Waste generated	Waste Management	Reporting to begin in 2025			
GRI 305: Emissions 2016	3-3	Management of material topics	GHG Emissions	16-17			
	305-1	Direct (Scope 1) GHG emissions	GHG Emissions, A5: Performance and Environmental Data	16, 50			
	305-2	Energy indirect (Scope 2) GHG emissions	GHG Emissions, A5: Performance and Environmental Data	16, 50			
	305-4	GHG emissions intensity	GHG Emissions, A5: Performance and Environmental Data	16, 50			
GRI 401: Employment 2016	3-3	Management of material topics	Talent Attraction and Retention	23-24			
	401-1	New employee hires and employee turnover	Talent Attraction and Retention, A5: Performance and Environmental Data	23, 51-52			

GRI 403: Occupational Health and Safety 2018	3-3	Management of material topics	Occupational Health and Safety	25-26			
	403-9	Work-related injuries	Occupational Health and Safety, A5: Performance and Environmental Data	25, 53			
GRI 404: Training and Education 2016	3-3	Management of material topics	Training and Development	27-28			
	404-1	Average hours of training per year per employee	Training and Development, A5: Performance and Environmental Data	27, 54			
	404-3	Percentage of employees receiving regular performance and career development reviews	Training and Development, A5: Performance and Environmental Data	27, 54			
GRI 416: Customer	3-3	Management of material topics	Customer Health & Safety	29-31			
Health & Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	Customer Health & Safety	Across all our service areas, we conduct continuous safety assessments			The product and service categories is not directly applicable to the operations of hotel.

Global Reporting Initiative ("GRI") Compliance Statements	
GRI 2-6(b)	Principal business activities of the Group include hotel ownership, management and operation, property development and investments.
GRI 2-6(d)	There have not been any significant changes in our portfolio and business activities compared to the previous year.
GRI 2-24(b)(c)	We embed our sustainability commitments into our strategies, policies, and daily operations to guide decision-making across the organisation, and trainings are provided.
GRI 3-3(a)(b)	**Emissions:** We have not identified any significant negative impacts on the environment, the community and business relationships arising from the energy consumption of our operations.
	Water: While our activities and business relationships have not been identified to have negative impacts on water resources, we acknowledge that certain regions where we operate may face water stress or scarcity.
	Waste: We recognise the adverse impact of improper waste and plastic disposal within the broader waste ecosystem, leading to subsequent land and sea pollution that adversely impacts biodiversity.
GRI 3-3(b)	We are vigilant about identifying any negative impacts of our employment practices at our properties and take prompt actions to address them as soon as possible.
GRI 3-3(e)	As most emissions come from energy use, we track the impact of our efficiency measures, do regular maintenance to minimise refrigerant leaks, and look for renewable energy partnerships to drive continuous improvement.
GRI 3-3(f)	Regular engagement with our guests and employees on energy reduction and water-savings initiatives serve as a platform to collate feedback for continuous improvement of our energy consumption strategy, and our water-saving practices. Feedback collected from stakeholders and other data collected helps to guide future improvements in our initiatives and processes relating to GHG Emissions and waste reduction.
GRI 403-9 (c)(d)	The Group is informed of hazards leading to high consequence workplace injuries across our properties such as injuries from falling, using machines or tools. We will continue to maintain workplace health and safety through monthly injury reviews and post-incident safety assessments. Through these assessments, our team will strive to eliminate these identified workplace hazards, if possible. Otherwise, a mitigation approach will be taken to substitute and control the hazard. Where risks cannot be controlled, we will ensure safeguards are in place to ensure a safe working environment.

A8. References for Emission Factors, Conversion Factors, and Refrigerants

Emission Factor References

Country	Purchased Electricity	Natural Gas	Butane, Propane, and Liquefied Petroleum Gas (LPG)	Liquefied Natural Gas (LNG)	Compressed Natural Gas (CNG)	All fuels, unless specified in the "Other Fuels" column	Other Fuels, refer to specific types in brackets	Towngas / City Gas	Purchased Steam and Hot Water	Purchased Chilled Water	Biomass	Charcoal	Ethanol
Singapore (2022 onwards)	Energy Market Authority - Singapore Energy Statistic	Singapore National Environment Agency (NEA) Reckonable Emissions Calculator	Singapore National Environment Agency (NEA) Reckonable Emissions Calculator	Singapore National Environment Agency (NEA) Reckonable Emissions Calculator	UK Government GHG Conversion Factors for Company Reporting	WRI Stationary Combustion Tool	Singapore National Environment Agency (NEA) Reckonable Emissions Calculator [Gasoline (Stationary), Diesel (Stationary), Fuel Oil 1-6,	Singapore National Environment Agency (NEA) Reckonable Emissions Calculator	UK Government GHG Conversion Factors for Company Reporting	US EIA form 1605 (2010). Appendix N	Singapore National Environment Agency (NEA) Reckonable Emissions Calculator (CH4 and N20 Only)	Singapore National Environment Agency (NEA) Reckonable Emissions Calculator (CH4 and N20 Only)	EPA Emission Factors for GHG Inventories (CH4 and N20 only)
Country	Purchased Electricity	Natural Gas	Butane, Propane, and Liquefied Petroleum Gas (LPG)	Liquefied Natural Gas (LNG)	Compressed Natural Gas (CNG)	All fuels, unless specified in the "Other Fuels" column	Other Fuels, refer to specific types in brackets	Towngas / City Gas	Purchased Steam and Hot Water	Purchased Chilled Water	Biomass	Charcoal	Ethanol
Sri Lanka (*2023 onwards)							Kerosene						
	Sri Lanka Energy Balance	WRI Stationary Combustion Tool	WRI Stationary Combustion Tool	WRI Stationary Combustion Tool	UK Government GHG Conversion Factors for Company Reporting	WRI Stationary Combustion Tool	WRI Stationary Combustion Tool	(Natural Gas as proxy) WRI Stationary Combustion Tool	UK Government GHG Conversion Factors for Company Reporting	US EIA form 1605 (2010). Appendix N	WRI Stationary Combustion Tool (CH4 and N20 Only)	WRI Stationary Combustion Tool (CH4 and N20 Only)	EPA Emission Factors for GHG Inventories (CH4 and N20 only)
Thailand (*2022 onwards)	Thailand Ministry of Energy - Energy Policy and	WRI Stationary Combustion Tool	WRI Stationary Combustion Tool	WRI Stationary Combustion Tool	UK Government GHG Conversion Factors	WRI Stationary Combustion Tool	WRI Stationary Combustion Tool	(Natural Gas as proxy) WRI Stationary	UK Government GHG Conversion Factors	US EIA form 1605 (2010). Appendix N	WRI Stationary Combustion Tool (CH4	WRI Stationary Combustion Tool (CH4 and N20 Only)	EPA Emission Factors for GHG Inventories (CH4
Country	Purchased Electricity	Natural Gas	Butane, Propane, and Liquefied Petroleum Gas (LPG)	Liquefied Natural Gas (LNG)	Compressed Natural Gas (CNG)	All fuels, unless specified in the "Other Fuels" column	Other Fuels, refer to specific types in brackets	Towngas / City Gas	Purchased Steam and Hot Water	Purchased Chilled Water	Biomass	Charcoal	Ethanol
	Planning Office				for Company Reporting			Combustion Tool	for Company Reporting		and N20 Only	and N20 Only)	and N20 Only)
United States	EPA eGRID	EPA Emission Factors for GHG Inventories	EPA Emission Factors for GHG Inventories	EPA Emission Factors for GHG Inventories	EPA Emission Factors for GHG Inventories	WRI Stationary Combustion Tool	EPA Emission Factors for GHG Inventories [Gasoline (Stationary), Diesel (Stationary), Fuel Oil 1-6]	EPA Emission Factors for GHG Inventories	US Energy Star Portfolio Manager Technical Reference: Greenhouse Gas Emissions	US Energy Star Portfolio Manager Technical Reference: Greenhouse Gas Emissions	WRI Stationary Combustion Tool (CH4 and N20 Only)	WRI Stationary Combustion Tool (CH4 and N20 Only)	EPA Emission Factors for GHG Inventories (CH4 and N20 only)
Country	Purchased Electricity	Natural Gas	Butane, Propane, and Liquefied Petroleum Gas (LPG)	Liquefied Natural Gas (LNG)	Compressed Natural Gas (CNG)	All fuels, unless specified in the "Other Fuels" column	Other Fuels, refer to specific types in brackets	Towngas / City Gas	Purchased Steam and Hot Water	Purchased Chilled Water	Biomass	Charcoal	Ethanol
Indonesia, Malaysia, Maldives, Vanuatu	International Energy Agency	WRI Stationary Combustion Toolr	WRI Stationary Combustion Tool	WRI Stationary Combustion Tool	UK Government GHG Conversion Factors for Company Reporting	WRI Stationary Combustion Tool	WRI Stationary Combustion Tool	(Natural Gas as proxy) WRI Stationary Combustion Tool	UK Government GHG Conversion Factors for Company Reporting	US EIA form 1605 (2010). Appendix N	WRI Stationary Combustion Tool (CH4 and N20 Only)	WRI Stationary Combustion Tool (CH4 and N20 Only)	EPA Emission Factors for GHG Inventories (CH4 and N20 only)

Conversion Factor References

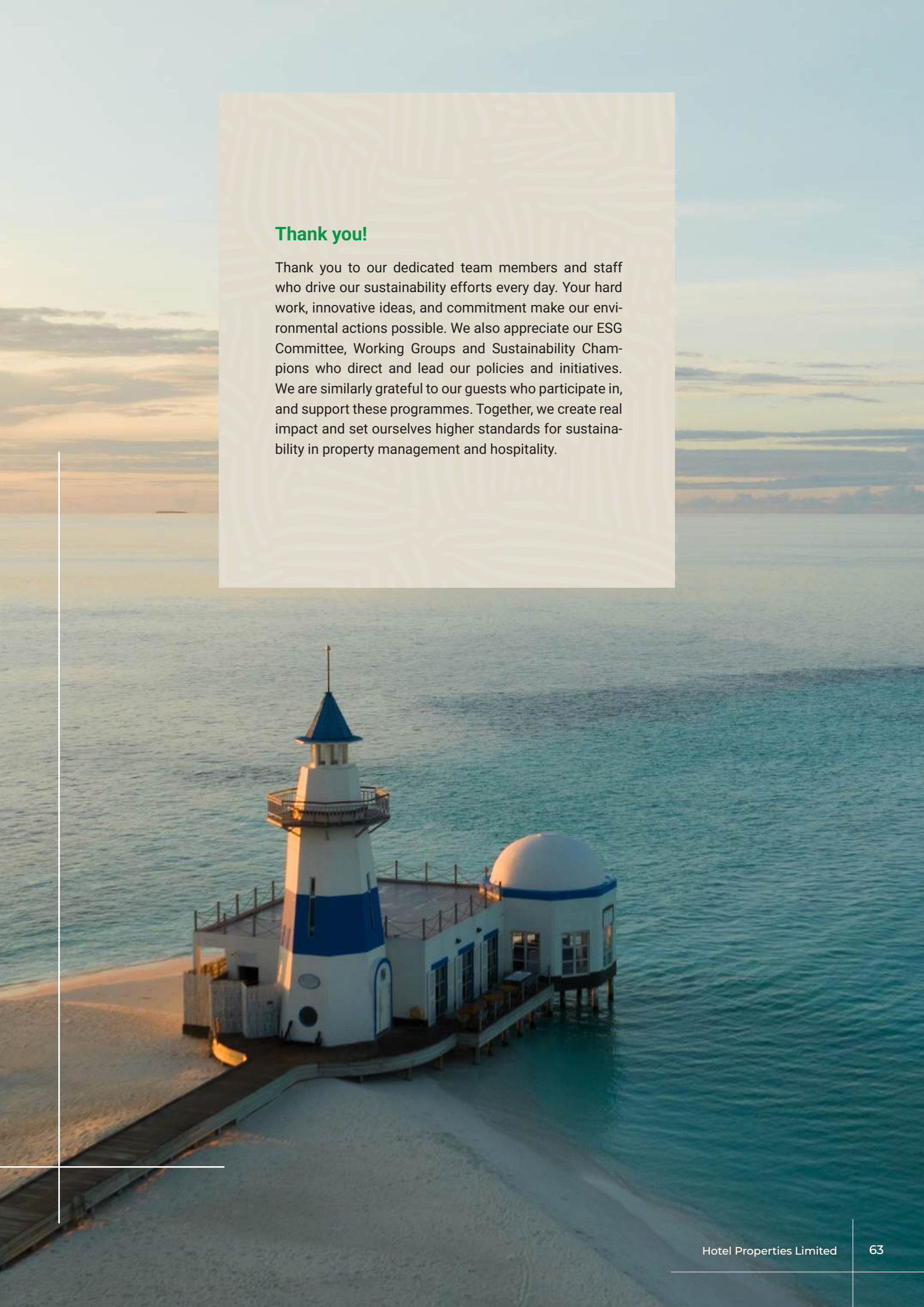
Fuel Type	kWh/kg (from kg to kWh)	kWh/L (from L to kWh)
Liquefied Petroleum Gas (LPG) (Stationary and Mobile)	US EPA Direct Emissions from Stationary Combustion Sources (Dec 2020)	WRI Stationary Combustion Tool V4.1 - CO2 EFs tab
Gasoline (Stationary)	US EPA Direct Emissions from Stationary Combustion Sources (Dec 2020)	WRI Stationary Combustion Tool V4.1 - CO2 EFs tab
LGasoline (Mobile)	US EPA Direct Emissions from Stationary Combustion Sources (Dec 2020)	
Diesel (Stationary)	US EPA Direct Emissions from Stationary Combustion Sources (Dec 2020) US Energy Star Portfolio Manager Technical Reference Thermal Energy Conversions (2015 Aug) - U.S. Property Assumptions (HHV)	WRI Stationary Combustion Tool V4.1 - CO2 EFs tab
Diesel (Mobile)	US EPA Direct Emissions from Mobile Combustion Source (Dec 2020)	
Fuel Oil #1		US Energy Star Portfolio Manager Technical Reference Thermal Energy Conversions (2015 Aug) - U.S. Property Assumptions (HHV)
Fuel Oil #2	US Energy Star Portfolio Manager Technical Reference Thermal Energy Conversions (2015 Aug) - U.S. Property Assumptions (HHV) WRI Stationary Combustion Tool V4.1 - CO2 EFs tab	US Energy Star Portfolio Manager Technical Reference Thermal Energy Conversions (2015 Aug) - U.S. Property Assumptions (HHV)
Fuel Oil #5	US Energy Star Portfolio Manager Technical Reference Thermal Energy Conversions (2015 Aug) - U.S. Property Assumptions (HHV)	WRI Stationary Combustion Tool V4.1 - CO2 EFs tab
Kerosene	US Energy Star Portfolio Manager Technical Reference Thermal Energy Conversions (2015 Aug) - U.S. Property Assumptions (HHV)	WRI Stationary Combustion Tool V4.1 - CO2 EFs tab

Refrigerant References

Fuel Type	Reference
CFC-11 HCFC-22 R-134a HFC-32 HFC-32	WMO Scientific Assessment of Ozone Depletion: 2018, Global Ozone Research and Monitoring Project—Report No. 58
Fuel Type	Reference
R-134a HCFC-22 HFC-32	
R-401A R-404A R-407C R-410A R-417A R-417A	2018 UNEP Technical Options Committee Refrigeration, Air Conditioning and Heat Pumps Assessment Report

Thank you!

Thank you to our dedicated team members and staff who drive our sustainability efforts every day. Your hard work, innovative ideas, and commitment make our environmental actions possible. We also appreciate our ESG Committee, Working Groups and Sustainability Champions who direct and lead our policies and initiatives. We are similarly grateful to our guests who participate in, and support these programmes. Together, we create real impact and set ourselves higher standards for sustainability in property management and hospitality.



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